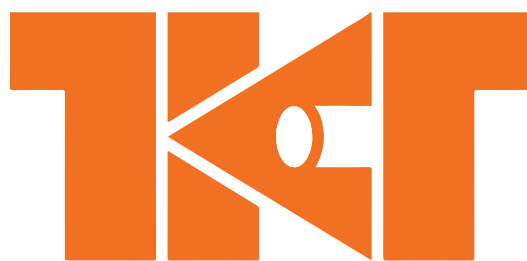


Annual Registration Statements / Annual Report
Form 56-1 One Report



T.KRUNGTHAI INDUSTRIES PUBLIC CO., LTD.

Ended December 31st, 2021

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Board of Director



General Terdsak Marrome
Chairman / Independent Director



Mr. Pairuch Sahamethapat
Director/ Independent Director



Mr. Paotep Chotinuchit
Director/ Independent Director



Mr. Virasak Sutanthavibul
Director/ Independent Director



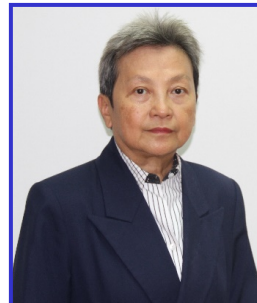
Dr. Kosol Surakomol
Director/ Independent Director



Mr. Sumate Techakraisri
Director/CEO



Mr. Kumpee Chongthurakit
Director



Mrs. Yupa Techakraisri
Director



Mr. Apichart Kasemkulsiri
Director



Mr. Kowate Limtrakul
Director/ Managing Director



Mr. Phreecha Tachakraisri
Director



Mr. Chumpol Techakraisri
Director/ Company Secretary



Mr. Prasong Techakraisri
Director

Message from the Chairman

In 2021, it is another challenging year for the company. Due to the factors of global economic deterioration from the impact of the Covid-19 epidemic situation, it impacts to consumers slowing down their purchasing decisions, causing the car market to slow down including shortages “Semiconductors” or chips, which is important part in the automotive industry. All the problems mentioned above affect the company's customers directly.


Overview of the automotive industry in 2021, total vehicle production is 1.68 million units, an increase of 18.12% from the same period of 2020, with the production of 599,844 passenger cars and the 1-ton pickup trucks 1.05 million vehicles, or 62.3 percent of the total production increasing from the same period of 2020 by 21.90%

Although the business sector and the Company had received the impacts mentioned above, with the continuous efforts of improving production and operations and increasing sales in new parts, the Company can earn total revenue 1,211.50 million baht in year 2021 increasing from prior year 19.76% and made net profit 13.59 million baht.

As for the direction of the company's operations in 2022, it still pays attention to the strategy to maintain the automotive parts market. electrical appliance parts and penetrate to plastic parts of battery assembly for electric boat and electric vehicle. In addition, the company have studied the work in the electric vehicle (EV) parts group to diversify the risks and expand the business base more widely. The company is still determined to increase production efficiency and increase competitiveness to the fullest extent. in order to maintain product quality at the level specified by the customer as well as to promote and drive production processes that are environmentally friendly and utilize the most useful of resources.

The Company operates its business under the good corporate governance policy and carries out activities with taking into account of the benefits to the economy, society, environment, taking care to develop and promote nearby communities to have better quality with the growth of the company, complying with the law and all relevant regulations, taking care of all stakeholders by conducting business with ethics, transparency, anti-corruption in order to create sustainable growth for the company's business in the long term.

On behalf of the Board of Directors thanks you very much to all employees who cooperate very well in the implementation of the Company's requirements and policies with dedication and hard work during the difficult times of the impact of the COVID-19 epidemic, the Company hopes to create better performance to reward all stakeholders.



General Terdsak Marrome

Chairman

Part

1

Business Operations and Performance

Part 1

Business Operation and Operating Results

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

T.Krungthai Industries Public Company Limited ("the Company") ("TKT") was established on 4 November 1980 by the Taechakraisri Group and foreign shareholders (Established as a Krungthai Industrial, Part., Ltd. on September 16, 1973) with an initial registered capital of 5 million baht to conduct plastic plating services with chromium and gold. Later, the company developed into a manufacturer of plastic parts including color spraying, printing and assembly for plastic parts as well as provided service for designing, manufacturing and repairing molds for plastic parts production with registered capital as at December 31, 2021 in amount of 350.78 million share and paid-up 237.78 million baht.

Currently, the company has no subsidiary or associated company in any way.

T.Krungthai Industries Public Company Limited ("TKT") is the producer of plastic parts, including the spray painting, silk-screen & hot stamping and sub assembly, and the service provider on mold design, mold production and mold repair for plastic parts to the leading Automobile, Electrical appliance and Original Equipment Manufacturers (OEM), The company has 3 factories that manufacture plastic parts:



The first plant is located at : 59 Mu 6, Kingkaew Road, Rajateva, Amphur Bangplee, Samutprakarn 10540.

This plant has been operated since year 1989 and emphasizes on supporting the demand of plastic parts for automotive and electrical appliance industries.



The second plant is located at : 517 Mu 9, Nongki, Amphur Kabinburi, Prachinburi 25110.

This plant has been operated since year 2004 and emphasizes on the production to support electrical appliance industry.



The third plant is located at : 28/4 Mu 1, Suwintawong Road, Klong Udom Cholajorn, Amphur Muang, Chachengshao 24000.

This plant has been operated since year 2005 and emphasizes on production of injection mold and plastic injection and painting for Automobile industry.

1.1.1 Vision Objective Goals and the Company's operational strategy

➤ Vision

To be a leader in service rendering in the automobile plastic parts production and other related industry in terms of quality and service for the interest of all.

➤ Missoin

1. To meet or fulfill the need of customers in quality and service.
2. To have a chance in business expansion.
3. To improve management system, production system and quality system to be of international standard.
4. To improve human resources and provide them continuous knowledge and information.
5. To have good and proper communication both in and out of the company.
6. To strengthen our image and have good relationship to our employees customers and shareholders.

➤ Core Values

1. **Clarity:** Have a systematic process of thinking, listening, speaking and writing. They can choose to use proper words, messages or means of communication in order that the recipient can correctly understand the meaning and perform work to achieve the target.

2. **Top Down:** Have a positive attitude in being an educator to develop subordinates with teaching techniques, consultation and mentoring in order to encourage staffs to express their abilities in performing their works and duties properly and efficiently to achieve work standard and goals as specified.

3. **Commitment:** Be determined, dedicated and focused on their work by knowing how to analyze, search for the best alternatives and continue to work in every way in order to achieve the targets according to the purpose, schedule and timeline specified.

4. **Level-Up:** Have a good attitude towards learning, always ready to develop themselves and support their subordinates to develop in terms of knowledge, skills, attitudes and good behavior in working in order to continuously improve performance.

5. **Professional:** Have clear communication in the jobs and have the qualifications to be a good teacher, be determined to carry on works to goals in order to accomplish the task and continuous work development.

➤ Objective

Company's business operations focus on the development of product quality under international quality system management and at the same time develop the customer services to be convenient and faster by developing the organization's personnel by using the One Stop Service policy as the main in order to obtain suitable returns for employees and shareholders.

➤ Goals

Developing services to customers as One Stop Service, the Company realizes that providing convenience to customers is necessary and will be able to develop the customer base to expand greatly so the Company has strived to develop providing comprehensive services and until now, the company can provide comprehensive services, that is, the company has been involved since the design process of the customer's products, design molds which carries

out the production of plastic parts, painting, color coating, printing until assembly processes. Currently the Company has the production of parts that supports the automobile industry and the electrical industry a lot as well as designs molds and provides maintenance services for molds worn from the production process.

The company continues to focus on strategies to maintain the automotive parts and electrical appliances market and penetrate the market for electric vehicle (EV) parts and plastic parts for battery assembly by striving to increase production efficiency and increase competitiveness to the fullest extent in order to maintain product quality at the level specified by the customer as well as to promote and push for environmentally friendly production processes, utilize the resources at the most, and take care of society, community, environment and all stakeholders by conducting business with ethics, transparency and anti-corruption in order to lead the organization to truly sustainable success.

➤ **Company's operational strategy**

Automotive industry and electrical industry, it is the industry that has the continuous growth. Entering into a commercial alliance with such industry must build credibility and confidence. Therefore, the company use strategies in terms of quality, price, delivery, engineering capability or QCDME Management (Quality, Cost, Delivery, Management, Engineering) with effective communication both internally and externally, which the Company is confident that it has potential to meet the needs of this industry, including continuous development. Therefore, it is trusted to be part of the partnership to grow together with the automotive industry and electrical industry.

Product Quality Development, the Company has always realized that the manufacturing process is the key to obtaining good product quality. The Company has developed the production process and quality control continuously to comply with quality standard requirements and various laws. The company has been certified with ISO9001: 2015 quality management system for mold factory, Quality Management System for the automobile and auto parts industry, IATF16949:2016 and ISO14001:2015 environmental management system standard.

With continuous development in terms of production process standards, model development and providing One Stop Service, the Company believes that it will be something that will create satisfaction for customers and will be an important policy to maintain the existing customer base and will also be a strategy used to expand new customer base as well as the company has developed the organization to be a Learning Organization for employees to develop knowledge, the ability to leap great forward which is the foundation for rapid and continuous organizational development and is an important basis of the Company in the future.

In addition, the company has also established principles and operated in accordance with the principles of good governance and social responsibility, with CSR activities and community development by adhering to the principle that activities can benefit society and community with balance and sufficiency according to the sufficiency economy philosophy, not aiming for maximum profit but to create sustainable returns on the satisfaction of all stakeholders. And the Company has expressed its intention to become the Thai private sector collective action against corruption and campaign against all forms of corruption until being certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption by CAC, which is an important goal for the company's sustainable growth.

Policies and long-term goals of the company.

In addition to the annual work plan consisting of annual budget and action plan approved by the Board of Directors. BOD and Management team also pay attention in doing business for long term and to serve needs of all stakeholders. Therefore, the company set policies and business goals in the long term period as follows:

1. Focus on developing competitive advantage by responding to customer needs in terms of quality, delivery, cost, innovation, service and development of new products. Company shall conducts a customer satisfaction survey for all 5 criteria is the quality, cost, delivery, management to evaluate the results for further improvement.
2. Concentrate on the potential development of the human resources in the company by building core competencies consistent with the values of the organization which support the growth of the company.
3. The company has plans to improve growth both its sale and profit goals annually from based on the growth of the industry and competitors in the same industry. The Company has a long strategic plans to achieve these goals.
4. The Company has established a Corporate Governance Committee to review the corporate governance policy appropriately in fairness to the shareholders as well.
5. Focused on the activities of the organization contribute. And social assistance Activities for philanthropy and events the benefit to society and to focus on the implementation of CSR.

1.1.2 The significant changes and developments.

Year 2021	
April	Purchase two injection machines to replace the old injection machines of Kabinburi Plant to maintain quality and production efficiency
June	Donate food and beverages to Sirindhorn Hospital, Bangkok to be morale for medical personnel
July	1. Donate ventilators, food and beverages to the Public Health Service Center 45 Romklao, Bangkok. 2. Received a 100% quality assessment score for the 2021 Annual General Meeting of Shareholders from the Thai Investors Association.
August	1. Donate food, drinking water and paper to Saman Rattanaram Temple Hospital, Chachoengsao Province. 2. Donate ventilators, food and drinking water to Khlong Udom Chonchon Public Health, Chachoengsao Province.
October	The company has been rated as "excellent" from the assessment of corporate governance by the Institute of Directors of Thailand.
Year 2020	
May	Received the award "BEST ACHIEVEMENT TARGET JIT 2019" from Toyoda Gosei (Thailand) Co., Ltd.

October	The resolution of the 2020 shareholders' meeting approves the increase in registered capital of 136.78 million shares from the specific offering of 23.78 million shares, which is the offering in conjunction with the issuance of warrants to purchase additional shares to Private Placement (PP) is 113 million shares of Karrie Automotive Investment Limited.
November	<p>1. The company called for additional registered capital from Karrie Automotive Investment Limited in the amount of 23.78 million shares with a par value of 1 baht per share, totaling 237.78 million baht in paid-up capital.</p> <p>2. The company has been rated as "excellent" from the assessment of corporate governance by the Institute of Directors of Thailand.</p> <p>3. Received a 100% quality assessment score for the 2020 Annual General Meeting of Shareholders from the Thai Investors Association.</p> <p>4. The company bought one EDM machine to increase the efficiency of mold production.</p>
Year 2019	
May	<p>1. Received the award "Excellence in Zero Defect" from Mitsubishi Motors (Thailand) Company Limited.</p> <p>2. Received the award "Safety Certificate" from Toyoda Gosei (Thailand) Co., Ltd.</p>
June	Received a 100% quality assessment score for the 2019 Annual General Meeting of Shareholders from the Thai Investors Association.
August	The company renovated the painting room of King Kaew Plant to support the new Model.
October	The company has been rated as "excellent" from the assessment of corporate governance by the Institute of Directors of Thailand
Year 2018	
March	Has been selected as the supplier of FOMM (Asia) Co., Ltd., an electric vehicle manufacturer (EV) in Thailand.
May	Received the award "BEST ACHIEVEMENT TARGET JIDOKA 2017" from Toyoda Gosei (Thailand) Co., Ltd.
June	<p>1. Received a 100% quality assessment score for the 2018 Annual General Meeting of Shareholders from the Thai Investors Association.</p> <p>2. Has been selected as the supplier of Thai Koito Co., Ltd., manufacturer of headlights and taillights for cars and motorcycles.</p> <p>3. Received the award "BEST QUALITY & DELIVERY PERFORMANCE SUPPLIER 2017" from Siam Aisin Company Limited.</p>
September	The company bought 2 injection machines to increase production capacity to support new jobs.
October	The company has been rated as "excellent" from the assessment of corporate governance by the Institute of Directors of Thailand.

1.1.3 Utilization of fund raising funds for the purpose stated in the listing of securities offering information

The Company received money from the sale of private placement shares 23.78 million shares at a price of 1.30 baht per share, totaling 30,914,000.00 baht, on November 13, 2020 to use as working capital to increase liquidity, which the company has not yet used to raise funds for the stated objectives. Since the epidemic situation of COVID-19 affects the overall economy, Karrie Automotive Investment Limited has not exercised the rights to purchase ordinary shares of TKT-W1 Warrants

Details / progress of the use of fund as of December 31, 2021 are as follows:

No.	Objective	Estimated Amount (THB mm)	Period of Usage	Source of Fund	Details / progress of the use of money
1. Used as working capital					
1.1	Increase liquidity and use as working capital to support the slowdown in the automotive industry in Thailand due to the spread of COVID-19, for compensation of employees, raw materials and production and sales expenses etc.	30.0 – 32.0	Within the Quarter 4 of the year 2020	Capital Increase from Private Placement	- No spending of fund.
	Total Estimation	30.0 – 32.0			
2. Used as capital expenditure to improve the existing production line					
2.1	To improve the original production line by using modern technology such as automation production systems to help reduce costs increase product quality and production efficiency. The Company will invest in automation systems in terms of machinery, equipment, and software to support various operations in Phase 1. Note: Currently, the Company has 91 plastic injection molding machines	20.0 – 22.0	Within the quarter 1- 2 of the year 2021 Note: If KAI does not exercise the rights to TKT-W1 and exercise the rights to TKT-W3, the Company will start investing according to this plan within the 3-4 quarter of the year 2022	From exercising TKT-W1 or TKT-W3 Note: If the rights of TKT-W1 or TKT-W3 is exercised in the whole amount, the Company will receive a capital increase of 81.60 THB mm.	- Not exercise warrants TKT-W1 or TKT-W3 yet
2.2	To improve the original production line by using modern technology such as automation production systems to help reduce costs to increase product quality and production efficiency. The Company will invest in automation systems in terms of machinery, equipment, and software to support various operations in Phase 2.	35.0 – 40.0	Within the 3 - 4 Quarter of the year 2022	From exercising TKT-W2 Note: If all exercised rights of TKT-W2 are received, the Company will receive a capital increase of 104.00 -130.00 THB mm.	- Not exercise warrants TKT-W2 yet
	Total Estimation	55.0 – 62.0			

No.	Objective	Estimated Amount (THB mm)	Period of Usage	Source of Fund	Details / progress of the use of money
3.1	<p>Increase the production line of metal stamping parts for the automotive industry and the electronics industry which the Company will construct the factory building (on the Company's original land at Suwinthawong Factory) and related public utilities to support the production of metal stamping parts and order a part for producing metal stamping parts (including automation), divided into:</p> <ul style="list-style-type: none"> - The construction cost of the building is approximately 40 THB mm. - The construction of the related public utility system is about 13 THB mm. - The part of the metal stamping parts (including the automation system) about 4 machines, approximately 10 THB mm. <p>Note: The Company plans to invest in machinery for producing metal stamping parts (including automation) in a total of 32 machines, with an investment of approximately 121.15 THB mm.</p>	60.0 – 65.0	<p>Within the quarter 1- 2 of the year 2021</p> <p>Note: If KAI does not exercise the rights to TKT-W1 and exercise the rights to TKT-W3 , the Company will start investing according to this plan within the 3-4 quarter of the year 2022</p>	From exercising TKT-W1 or TKT-W3	- Not exercise warrants TKT-W1 or TKT-W3 yet
3.2	<p>Increase the production line of metal stamping parts for the automotive industry and the electronics industry. The Company will purchase machinery to produce metal stamping parts (including automation) as well as no more than 28 additional supporting machinery.</p>	30.0 – 40.0	<p>Within the 3 - 4 Quarter of the year 2022</p>	<p>From exercising TKT-W2</p> <p>Note: If all exercised rights of TKT-W2 are received, the Company will receive a capital increase of 104.00 - 130.00 THB mm.</p>	- Not exercise warrants TKT-W2 yet
3.3	<p>Increase the production line of metal stamping parts for the automotive industry and the electronics industry. The Company will order the metal fabrication machinery (including automation) as well as the remaining supporting machinery.</p>	10.0 – 20.0	<p>Within the 1 quarter of the 2023</p>	<p>From exercising TKT-W2</p> <p>Note: If all exercised rights of TKT-W2 are received, the Company will receive a capital increase of 104.00 - 130.00 THB mm.</p>	- Not exercise warrants TKT-W2 yet
	Total Estimation	100.0 – 125.00			



1.1.4 Company Information

Company Name	T.KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED												
Stock Symbol	TKT												
Registration No	107547000010												
Industry / Business Sector	Industrials / Automotive												
Type of Business Operations	Production of plastic parts and services of mold design, mold production and mold repair for plastic parts to the leading Automobile manufacturers, Electrical.												
Accounting Period	1 January – 31 December												
Registered and Paid-up Capitals	Capital Detail <table><tr><td>Registered Capital</td><td>350,780,000 baht</td></tr><tr><td>Paid up Capital</td><td>237,780,000 baht</td></tr><tr><td>Par Value</td><td>1 bath per share</td></tr></table> Shares Detail Common Stock <table><tr><td>Listed Share</td><td>350,780,000 Shares</td></tr><tr><td>Paid-up Stock</td><td>237,780,000 Shares</td></tr><tr><td>Voting Right Ratio</td><td>1 share with 1 vote</td></tr></table>	Registered Capital	350,780,000 baht	Paid up Capital	237,780,000 baht	Par Value	1 bath per share	Listed Share	350,780,000 Shares	Paid-up Stock	237,780,000 Shares	Voting Right Ratio	1 share with 1 vote
Registered Capital	350,780,000 baht												
Paid up Capital	237,780,000 baht												
Par Value	1 bath per share												
Listed Share	350,780,000 Shares												
Paid-up Stock	237,780,000 Shares												
Voting Right Ratio	1 share with 1 vote												
Head Office	23 Soi Chan 43 Yak 21, Chan Road, Tungwatdon, Sathorn, Bangkok 10120												
Telephone	02-211-3732												
Fax	02-212-4864												
Website	www.tkrungthai.com												

1.2 Nature of Business

The Company's products are classified into two categories:

1. Injection Molding
 - 1.1 Automotive Industry
 - 1.2 Electric Appliances Industries
 - 1.3 Other Industry
2. Mold Production and repair

1.2.1 Income Structure

the Company, supplied all of its products to the domestic customers. The Company's income structure was as follows:

Product type	2019		2020		2021	
	Million Baht	%	Million Baht	%	Million Baht	%
Automotive Industry	991.08	76.99	730.34	72.19	904.27	74.64
Electric Appliances Industries	111.34	8.65	133.57	13.20	132.52	10.94
Other Industry	30.07	2.34	18.70	1.85	25.37	2.09
Mold Production Service	154.73	12.02	129.02	12.75	149.34	12.33
Total Sales Income	1,287.22	100	1,011.63	100	1,211.50	100

1.2.2 Product Information

(1) The Company's products and service are classified into two categories:

- **Injection Molding**

The Company is the producer of plastic parts for industry. After the process of injection molding, plastic parts would be brought into further processes such as spray painting, silk-screen & hot stamping and sub assembly. The production of plastic parts supports the three groups of industry as follows:

Group 1 Plastic parts for Automotive Industry

- 1.1 Interior Part Such as, dashboard components/trims, panel, plastic interior parts and door panels.
- 1.2 Exterior Part Such as, Radiator Grilles, Wheel Cap, Mud guards.
- 1.3 Engine Room Such as, Cover Engine.

Group 2 Plastic parts for Electrical Appliance Industry

- 2.1 Products including in this group parts of refrigerators, Door Handle, Base, Top Plate and other parts inside the refrigerator.
- 2.2 Plastic parts for air conditioner such as air condition mask
- 2.3 Plastic parts for washing machine such as washing machine base

Group 3 Plastic parts for other industries

- 3.1 Products including in this group are plastic parts, which are the components of packaging for consumer products such as can covers, etc.

The company's quality control process are monitored and controlled efficiently starting from the import of raw materials, production process, production of good quality products ,best service and up to the time of delivery to the customer for which the company earns the customers confidence, trust and satisfaction.

- **Mold Production for Plastic Injection Production**

(A) Mold Design and Production

The Company provides services on mold design and manufacture of plastic injection molds. With professional teams, having more than 48 year experience in mold design and production, computers are used in designing process such as CAE (Mold Flow) which is used to analyze the design of plastic parts and mold. Computer Aid Design (CAD) and Computer Aid Manufacturing (CAM), the Company was able to produce good quality molds, which are right according to designs. Moreover, the Company has sent the technicians, who take care of the mold production, over for training both domestically and abroad. The trainings were aimed to develop on mold production of the Company

Mold making is divided into two groups.

1. New Mold for customers' order

For this, the company will make mold for injection according to the customers specification and make the mold in accordance with the design details agreed by both sides.

2. Customer provide mold for repair and adjustment

For this, the customers provide molds for repair and adjustment , both the company and the customer support each other for the improvement of surface, mold design for injection improvement and adjustment for quicker production or as per the customers requirement. This sort of service build trust from customers in the injection process and if the mold has been damaged the company also give service in this matter.

Production and repair of molds the company give quotation for their service depending on the size of the mold , difficulty and simplicity of the mold repair and the working time.

(B) Mold Repair

Besides from services on mold production, the Company also provides services on mold repair. The Company's professional technicians would provide immediate repair services right at the ours' sites. The customers' time would not be wasted for sending the molds externally for repair. These services are aimed to create creditability towards the Company's mold production.

Investment Support from Board of Investment Directors (BOI)

(1) The Company has received promotional privileges from the Board of Investment (BOI) in Zone 2 (Chachoengsao) for plant Suwintawong on February 25, 2011 to indicate that the user is encouraged to invest in the business. mold manufacturing and mold repair itself. The gist has been promoted as follows.

- Exemption in company income tax for the net profit on the BOI privilege for 8 years and reduction on corporate income tax in the Net Profit 50% for 5 years after 8 years.

(2) Plant Kabinburi received promotional privileges from the Board of Investment (BOI) in Zone 3 on September 8, 2010 by Exemption in company income tax for the net profit on the BOI privilege for 8 years and reduction on corporate income tax in the Net Profit 50% for 5 years after 8 years.

(2) Marketing and Competition

• Marketing Strategy

The Company focuses on reliability and trust in product quality and service capability by developing a marketing plan in accordance with the business structure, competitiveness and the opportunity to stand in business for sustainability and growth in order to focus on responding to the needs of customers as follows.

Quality:	product quality must be standard and accepted by our customers, quality Competitive with other manufacturers.
Cost:	cost in production shall be lower and control production expense by increasing the production and reduce wastes during production.
Delivery:	Delivery efficiency by on time delivery and quicker delivery to the customers by setting up a section for quicker and on time delivery
Management:	Executive vision and effective management of policies and strategies from the Executive Committee which emphasizes on increasing efficiency in management and determining marketing guidelines by adopting various quality standard systems to use in management such as ISO9001 to IATF16949 and ISO14000, including TPS, etc. to create customer satisfaction
Engineering:	Support and develop the company's engineering abilities to be up-to-date and develop towards co-designing products with customers to have the ability to provide comprehensive services (One-Stop Service)
Communication:	Good quality of communication both in and out of the company.

The Company in marketing actuary measure for the satisfaction level of customers yearly. The target score for satisfaction is 85% up and set 5 points for rating they are Quality, Cost, Delivery, Management and Engineering, and to results were evaluated for improvement.

• Nature of Customers and Customer Target Group

The company has divided target customers into 4 groups according to the type of products as follows :

1. Automobile Industry Group various automobile producers including the parts manufacturers with a total sales of 74.64% such as Toyota Gose (Thailand) Co., Ltd., Foresia & Summit Interior Systems (Thailand) Co., Ltd., Ishitech (Thailand) Co., Ltd., Toyota Daihatsu Engineering and Manufacturing Co., Ltd. and Sum Hitech Co., Ltd.

2. Electrical Appliances Industry consist of electrical appliances producers for household and business sector with a total sales of 10.94% such as Haier Electric (Thailand) Public Company Limited, Electrolux Thailand Company Limited, Panasonic Alliance (Thailand) Company Limited.

3. Other Industry including manufacturers of various products that uses plastic as a component such as packaging, etc. Sales in 2021 equals 2.09% of total revenue, such as Prairie Marketing Co., Ltd.

4. Molding Industry Group and Repair in the year 2021, customer sales portion sale ratio 12.33% of the total income such as Foresia Interior Systems (Thailand) Company Limited., NHK Spring (Thailand) Co., Ltd., Toyota Motor Thailand Co., Ltd., Kawasaki Motor Enterprise (Thailand) Company Limited.

- **Sales & Method of Selling**

The company make direct sales to clients (End User) by not going through an agent and it's a domestic sale but other products of the company are being assembled and exported indirectly (Indirect Export) in the form of finished product and parts. Most of our customers are Japanese companies and they normally have representative or affiliate companies to make purchases for them. From our experience our company's plastic products are well accepted and used in the assembly of electrical and automobile industries in Japan. Besides, our company has better know how in the working system of Japanese companies and use this to improve our products and service in order to be competitive with the Japanese companies, along with the improvement of human resource in all levels. Our company uses production standard , work closely with customers, so we could know directly the requirement of the customers. This is the reason why Thai producers are well accepted in this line of products and service. The company is able to offer its service to other manufacturers on both industry.

- **Industry Situation and Competition**

The Company commercially produced and distributed the plastic parts to the customers, who further use them as an component of any readymade products that were sold to the end users.

Presently, the business on production of injection molding rapidly grew. With characteristics of being high torsion & impact resistance and light in weight, the demand of the products were rising from various industries such as automotive, electrical appliance and electronics industries. Followings are situations on the Company's principal related industries:

Condition of Automobile Industry in the year 2021 (Data from The Federation of Thai Industries.)

Car production in 2021 was at 1,685,705 units an increasing of 18.12% compared to the same period of 2020. Passenger cars production was at 599,844 units increasing 10.58% compared to year 2020, pickup truck 1 ton production was at 1,050,202 units or 62.30% of total production.

Production for export was at 956,530 units increasing from year 2020 34.91%. And total value of exports of cars, engine, other parts, auto parts, motorcycle, motorcycle parts were totally of 826,726.83 million baht increasing of 39.67 percent from year 2020.

(3) Procurement of products or services

The important production policy is to focus on producing good quality products. meet the needs of customers And can deliver the products within the specified time. In order to give customers confidence and satisfaction in the product, the company therefore procures raw materials as follows:

- **Search of Raw Material for Plastic Production**

The main raw material used for production of plastic products are Pellets purchased from local representative vendors and the purchase of these materials are composed of the following groups.

- **Plastic Product for Automotive Industry**

The purchase of plastic material to be used in the production of automotive industry is the purchase in advance from local vendors and the customers shall specify the types and kinds of plastic material and suppliers in order to control the material quality according to their requirement. The procurement of the company will purchase material per the customers' order. The company has 35 raw material vendors.

- **Plastic Product for Electronic Appliances Industry**

The supply source of resin for production of electronic appliances comprise of two categories, the customers supply raw materials to the company and the company purchases raw materials to use in its production by own. In 2021, the proportion of sales of products that customers provide raw materials is 48% and sales of products that the company is the purchaser of raw materials is 52% of the total sales of the Kabinburi factory

For the purchase of plastic material of the above 2 groups, the company can deal with the customers to purchase the plastic material by the own company if the company can find the vendors who could provide cheaper price with the same quality as per customers requirement. Therefore the company has no problem in providing the material.

Kind of plastic material are separated into the following groups : Polystyrene – PS, Polypropylene-PP (Engineering Grade), PC/ABS (PC Alloy), Nylon (PA+GF) Poly Acetal (POM), Acrylonitrile Butadiene Styrene-ABS and others.

- **Finding material for mold making**

The main material is steel (Mold Base) and steel mold parts, the company purchased from many local vendors. These vendors has been with the company for a long period of time, the steel used are of good quality according to the injection mold specification with less wastes.

- **Analysis and Development of Mold Making**

The company got a Mold Flow to support our analysis and help us in the design and the manufacturing of plastic injection molds and as a result the molds produced higher and better quality. The company researches and develops new technologies. to make the production process of higher quality and lower cost.

- **Repair of Mold**

Besides offering service on mold the company also give service on damage molds during the working process and this kind of service on repair can build trust from customers. Our company's mold section officers can also give service at our customers' factory/plant.

(4) Property used in business

- As of December 31st, 2021, the Company has fixed assets used in its business operations as follows:

The location		Proprietary	Net book value (Million baht)	Obligation
1.	Land, Buildings and building improvements Factory Kingkaew: located at 59 Mu 6, Kingkaew Rd., Rajateva, Bangplee, Samutprakarn. 10540	owner	134.61	Mortgage with bank, Value amount 127 million baht
2.	Land, Buildings and building improvements Factory Kabinburi: located at 517 Mu 9, Nongkee, Kabinburi, Prachinburi. 25110	owner	44.60	Mortgage with bank, Value amount 100 million baht
3.	Land, Buildings and building improvements Factory Suwintawong: located at 28/4 Mu 1 Suwintawong Rd., Klong Udom Chulachon, Amphur Muang, Chachoengsao. 24000	owner	67.24	Mortgage with bank, Value amount 67 million baht
4.	Machine and equipment (Factory Kingkaew)	owner	95.08	Mortgage with bank, Value amount 85.67 million baht
5.	Machine and equipment (Factory Kabinburi)	owner	46.57	Mortgage with bank, Value amount 77.24 million baht
6.	Machine and equipment (Factory Suwintawong)	owner	127.11	Mortgage with bank, Value amount 224.31 million baht
7.	Tools and utensils	owner	25.95	Without
8.	Machine and equipment	owner	1.73	Without
9.	Vehicles	owner	14.48	Assets under hire purchase agreement amounting to 2.36 million baht
10.	Electrical system and water supply	owner	10.17	Without
11.	Other	owner	10.47	Without
Total			578.01	

Remark: As of December 31, 2021, Machinery and equipment at cost of Baht 63.08 million occurred from financial lease agreements and has outstanding debt as of December 31, 2021 amounting to 26.69 million baht.

- Intangible assets**

The company intangible assets was Million 6.83 Baht as of 31 December 2021 (Note 13 in the Notes to the Financial Statements)

(5) Undelivered job

--None--

1.3 Shareholding Structure of Company

1.3.1 Shareholding Structure of Company

- No subsidiary or associated company in any way

1.3.2 Person who may have conflict of interest holding more than 10% of shares of the Company's subsidiary or associate company

- None.

1.3.3 Relationship with the group business of the major shareholder

- The group of major shareholders does not engage in any business that may conflict with the Company.

1.3.4 Shareholders

(1) As of December 30st, 2021 the first ten major shareholders are as follows

No.	Name	Number of shares	(%)
1	Mrs.Yupa Techakraisri	24,000,000	10.09
2	KARRIE AUTOMOTIVE INVESTMENT LIMITED.	23,780,000	10.00
3	Mr.Sumate Techakraisri	23,500,000	9.88
4	Mr.KamKwan Koon	12,750,000	5.36
5	Mr.Tanawat Kraipisitkul	12,682,820	5.33
6	Mr.Sorapoj Techakraisri	10,000,040	4.20
7	Thai NVDR Co., Ltd.	7,093,866	2.98
8	Mr.Mit Techakraisri	6,500,000	2.73
9	Mr.Phreecha Tachakraisri	6,138,400	2.58
10	Ms.Uraiwan Saetae	6,000,000	2.52
	Top 10 Total	132,445,126	55.70
	Shareholders Others	105,334,874	44.30
	Grand Total	237,780,000	100

Remark: Major Shareholder (Techakraisri group) : Mrs Yupa Techakraisri, Mr.Sumate Techakraisri, Mr.Sorapoj Techakraisri, Mr.Mit Techakrasri, Mr.Phreecha Tachakrasri, Ms.Uraiwan Saetae

Thai citizen shareholders 192,053,400 shares equal to (%) 80.77

Foreigner shareholders 45,726,600 shares equal to (%) 19.23

- Foreign Shareholders' limitation

Foreigners are not allowed to hold more than 49% of total company shares.



1.4 Registered and Paid-up Capitals

1.4.1 Detail if the registered capital as of December 31st, 2020 was shown below.

- Capital Detail

Registered Capital : 350,780,000 baht

Paid up Capital : 237,780,000 baht

Par Value : 1 bath per share

- Shares Detail Common Stock

Listed Share : 237,780,000 Shares

Paid-up Stock : 237,780,000 Shares

Voting Right Ratio : 1 share with 1 vote

- Listed Exchange Name

T.Krungthai Industries Public Company Limited. Is a listed company on the Stock Exchange of Thailand

And the name used for trading on the stock exchange is "TKT"

1.4.2 Other types of shares with different rights or conditions than ordinary shares

- The Company does not have other types of shares that have rights or conditions different from ordinary shares, such as preferred shares.



1.5 Issuance of other securities

The 2020 Annual General Meeting of Shareholders held on October 21, 2020 resolved to approve the increase of the Company's registered capital in the amount of 136,780,000 to a private placement, namely Karrie Automotive Investment Limited ("KAI"), who has purchased ordinary shares 23,780,000 shares at a price of 1.30 baht per share, totaling 30,914,000 baht (before deducting expenses) on November 13, 2020.

In the Year 2021 Karrie Automotive Investment Limited has not exercised the TKT-W1 Warrants which was expired on April 15, 2021.

Details of warrants to purchase newly issued ordinary shares.

The Warrants to Purchase the Newly Issued Ordinary Shares "TKT-W1"	
Type	In named certificate and is not transferable
Allocation Method	Issued and allocated to a private placement to 1 company, Karrie Automotive Investment Limited
Issued and Offered	48,000,000 units TKT-W1 and TKT-W3 will use the same group of newly issued ordinary shares to support the exercise rights since it is a warrant that has a condition of related use. In case TKT-W1 warrants are exercised, TKT-W3 warrants will not be able to exercise equal to the number of TKT-W1 warrants that have already been exercised.
Price per Unit	Baht 0 (at no cost)
Exercise Ratio	One unit of Warrants shall be entitled to purchase one newly issued ordinary share (par value of Baht 1.00 per share)
Exercise Price	1.70 Baht per share unless the exercise price is adjusted otherwise pursuant
Issuance Date	29 th October 2020
Expiration Date	15 th April 2021
Term	6 months from the issuance and offering date of the Warrant
Number of Newly Issued Ordinary Shares Reserved to Accommodate Exercise of the Warrants	48,000,000 shares at the par value of Baht 1.00 per share
Exercise Date	The first Exercise Date shall be the last Business Day of months following the Issuance Date of TKT-W1 which shall fall on 30 th October 2020 and the last Exercise Date is 6 months from the issuance and offering date of the Warrant which shall fall on 15 th April 2021. If the last Exercise Date falls on the day that is not the Business Day, it shall then the Business Day preceding the last Exercise Date. In any case, TKT-W1 cannot exercise before specified time.



The Warrants to Purchase the Newly Issued Ordinary Shares "TKT-W2"	
Type	In named certificate and is not transferable
Allocation Method	Issued and allocated to a private placement to 1 company, Karrie Automotive Investment Limited
Issued and Offered	65,000,000 Units
Price per Unit	Baht 0 (at no cost)
Exercise Ratio	One unit of Warrants shall be entitled to purchase one newly issued ordinary share (par value of Baht 1.00 per share)
Exercise Price	<p>Price of 1.60 – 2.00 baht depends on the net profit of the Company according to the most recent year of consolidate financial statement, audited by an auditor, on the exercise date, as follows</p> <p>Price of 1.6 if net profit equal to or less than 10,000,000 baht</p> <p>Price of 1.7 if net profit is between 10,000,001 to 20,000,000 baht</p> <p>Price of 1.8 if net profit is between 20,000,001 to 30,000,000 baht</p> <p>Price of 1.9 if net profit is between 30,000,001 to 40,000,000 baht</p> <p>Price of 2.0 if net profit is more than 40,000,000 baht</p> <p>The exercise price may change according to the adjust rights. However, if during the term of the warrants, the Company defaulted the payment towards the financial institution, causing the financial institution to sue the Company in court, the exercise price will be reduced to 1.30 baht per share</p>
Issuance Date	29 th October 2020
Expiration Date	28 th October 2022
Term	2 years from the issuance and offering date of the Warrant
Number of Newly Issued Ordinary Shares Reserved to Accommodate Exercise of the Warrants	65,000,000 shares at the par value of Baht 1.00 per share
Exercise Date	<p>first time is when TKT-W1 has exercised in whole or TKT-W1 has expired, where the first exercise is on 30th April 2021 and can be exercised on the last business day of every month after the first exercise date ("Exercise Date") throughout the terms of TKT-W2. The last time the warrants will be exercised on the date of the warrant expires, not exceeding 2 years in full from the issuance and offering date of the warrant ("Last Exercise Date") which is on 28th October 2022.</p>



The Warrants to Purchase the Newly Issued Ordinary Shares "TKT-W3"	
Type	In named certificate and is not transferable
Allocation Method	Issued and allocated to a private placement to 1 company, Karrie Automotive Investment Limited
Issued and Offered	48,000,000 units TKT-W1 and TKT-W3 will use the same group of newly issued ordinary shares to support the exercise rights since it is a warrant that has a condition of related use. In case TKT-W1 warrants are exercised, TKT-W3 warrants will not be able to exercise equal to the number of TKT-W1 warrants that have already been exercised.
Price per Unit	Baht 0 (at no cost)
Exercise Ratio	One unit of Warrants shall be entitled to purchase one newly issued ordinary share (par value of Baht 1.00 per share)
Exercise Price	1.70 Baht per share unless the exercise price is adjusted otherwise pursuant
Issuance Date	29 th October 2020
Expiration Date	28 th October 2022
Term	2 years from the issuance and offering date of the Warrant
Number of Newly Issued Ordinary Shares Reserved to Accommodate Exercise of the Warrants	48,000,000 shares at the par value of Baht 1.00 per share
Exercise Date	first time only when TKT-W1 has expired, which is on the 30 th April 2021 and can exercise their rights on the last business day of every month after the first exercise date ("Exercise Date") throughout the terms of TKT-W3. The last time the warrants will be exercised on the date of the warrant expires, not exceeding 2 years in full from the issuance and offering date of the warrant ("Last Exercise Date") which is on 28 th October 2022.



1.6 Policy of Paying Dividends

The company has to pay the dividends to the shareholders not less than 40% of net profit of each year except if the company has plans to invest on others investments. Historical dividend paid date.

Details of dividend payment.

Payment Date	For Performance Period	Net Profit (Million Baht)	Total Shares (Million Share)	Dividends /Shares (Baht / Share)	Total Payment per share (Million Baht)	Net profit / share (Baht)	Dividend per share (DPS) (Baht)	Dividends per EPS / share (%)
29 April 2013	01/01/12 - 31/12/12	88.81	214	0.18	38.52	0.42	0.18	43.37
29 April 2014	01/01/13 - 31/12/13	38.96	214	0.15	32.10	0.18	0.15	82.39
8 May 2015	01/01/14 - 31/12/14	19.45	214	0.10	21.40	0.09	0.10	110.03
13 May 2016	01/01/15 - 31/12/15	12.39	214	0.06	12.84	0.06	0.06	103.63
-----	01/01/16 - 31/12/16	-67.54	214	No Dividend	-----	-----	-----	-----
-----	01/01/17 - 31/12/17	-51.33	214	No Dividend	-----	-----	-----	-----
-----	01/01/18 - 31/12/18	-36.75	214	No Dividend	-----	-----	-----	-----
-----	01/01/19 - 31/12/19	12.21	214	No Dividend	-----	-----	-----	-----
-----	01/01/20 - 31/12/20	-36.56	237.78	No Dividend	-----	-----	-----	-----

2. Risk Management

2.1 Risk Management Policy and Plan

The Company has established a corporate risk management policy as part of good corporate governance and management. achieve the goals of the organization and protect the interests of stakeholders To prevent and reduce the impact on the transactions or activities of the organization including various disasters that may occur unexpectedly

Board of Directors has appointed the Risk Management Committee To assess risks throughout the organization that are both internal and external factors. and presented the results of the risk assessment to the Board of Directors. which covers 7 category as follows:

1. Risk in Business Operations and Strategy
2. Risk in Operations
3. Risk in Accounting and Finance
4. Risk in Administration and Management
5. Risk in related Rules and Regulations
6. Risk in Information Systems
- 7 Other risks (emerging risks) that has the potential to cause and affect the damage until the business of the company is interrupted.

2.2 Risk Factors for the Company's Business Operations

The year 2021, the company has complied with the risk management regulations manual and summarize the risk assessment results for each category. The risk assessment results show that the significant risks are as follows:

- **Risk in Business Operations and Strategy**

- **The risk in the change of raw material price**

If the price of raw material become higher our cost of goods sold will also be higher which will make out profit less.

However, the Company has taken action and has an agreement with each customer to adjust the selling price structure according to the change in raw material prices. and assigned to the Marketing Department Follow up on changes in raw material prices. and adjusting the selling price with customers regularly.

- **Risk in Operations**

- **Risk in Cost of Production higher than competitor due to machinery and technology**

The main machinery used for production and production technology is outdated. This results in high waste rates, low productivity and high maintenance costs. This may cause high production costs as well.

The company has measures to study and monitor changes in production technology all the time. by sending employees to see work in the country and abroad regularly As for the main machinery used in production, the company has provided an assessment of production efficiency. and maintenance costs that are abnormally high will consider buying new machines to replace.

- **Risk of raw material shortage**

Material used for production is a special kind of raw material for automotive industry, should the material used is not enough it will affect our production and delivery

The company prevents risks and damages. By purchasing raw materials from reliable suppliers as well as planning to order in advance and control the amount of raw materials in reserve.

- **Risk in Accounting and Finance**

Policy on Debt and Loan Interest The Company has guidelines for flexibility in financial management. and for the company have a stable financial performance Therefore, it gives importance to the important indicator index, which is the D/E Ratio, with the highest value set at 2.5:1, currently the Company's D/E Ratio is 1.61 times (as of the end of 2021).

The company focuses on financial management. to financial discipline Systematic management and financial management There is an analysis of the impact of various risk factors. In order to prevent and prepare for potential impacts in a timely manner, the Company pays close attention to financial risk hedges in order to reduce the impact on financial expenses.

- **Risk form interest rate**

The Company Risk from interest rates incurred from the change of interest rates in the future which effects upon results of operation and cash flow of the Company.

The company has prevented such risk by planning to financing funds from sources that have lower interest rates than the market rate for operating the business in advance. Moreover, the interest burden of the company is relatively low compared to the revenue. And the company tried to match the loan repayment term with investment term such as the investment in machinery and equipment was financed by the long term source of fund in order to be related to the payback period.

- **Risk from exchange rate**

The Company has certain foreign currency transactions that give rise to significant exposure to market risk from change in foreign exchange rates.

From the aforementioned problems, the Company is well aware of this risk. Therefore, there is a policy to prevent such risks. By making an advance contract to buy and sell foreign currency in the case of purchasing machinery and equipment from abroad.

- **Risk from credit provision**

The Company is exposed to credit risk in relation to trade accounts receivable. If the debtor is unable to pay the debt according to the agreed terms. It can cause financial risks and losses.

The Company has established a policy to prevent such risks. By analyzing the financial position and considering the ability to pay debts of each customer before considering appropriate credit. For trade accounts receivable that may not be repaid, the Company will consider setting up a sufficient allowance for doubtful accounts.

- **Risk in related Rules and Regulations**

- **Risk on not complying to the rules and regulation of SET/SEC**

The SET / SEC have set regulations for listed companies to observe and follow rules in administering companies in appropriate manner including the prohibitions and punishments for the companies who do not observe and follow the rules.

The company has to strictly and closely follow SET / SEC rules and has to appoint someone to be directly responsible to follow up news / reports, and or latest regulations for listed companies for confidence that the company strictly follows the rules of SET / SEC on time.

As the results of monitoring the operation about Corporate Good Governance, there is no violation of any rules, regulations or terms and conditions of the Stock Exchange of Thailand found.

- **Risk in Information Systems**

- **Risk of data loss**

There is a risk of Enterprise Resource Planning (ERP) software database loss and malfunction of computer systems, which could cause damage to the company's operations.

Therefore, the company has applied a preventive method of data loss by improving the ERP to support increased data volumes and ensure the stability of the operation of all segments. The company has ensured that the database system features a backup storage system that is secure. The personnel provides authorities for chief information officer to support for training and other issues and let all the employees be aware and carry out effectively and adequately.

- **Other risks (Emerging risks)**

In addition to the management of significant risks, the company also pays attention to emerging risks. As a result of the analysis and risk assessment, it was found that the Company had risks in the situation of the epidemic of the Covid-19 virus, the Company has considered the impact risk factors and risk management guidelines as follows:

- **Risk from the epidemic of emerging diseases**

From the epidemic situation of corona virus 2019 (COVID-19) around the world, including Thailand, it affects new risks that are important to the health and safety of employees at all levels including the impact on the overall operation of the company. The Board of Directors has assigned the management to assess the situation of the COVID-19 epidemic to assess the risk to cope with events that occur in a timely manner. And there is an adaptation approach to mitigate the impact in order to ensure that the company is ready to deal with situations well.

The company has set a policy and announced measures to prevent and cope with the epidemic of disease in the workplace according to the guidelines of the Department of Disease Control for employees at all levels to adhere and to make Bubble & Seal with the objective to prevent any interruption of the production process and arrange for employees to be fully vaccinated including reviewing goals and action plans to be in line with the New Normal situation by communicating to employees about the situation of the company, training and educating employees to prepare to deal with unexpected events such as re-epidemics and changing working styles such as online meetings, etc.

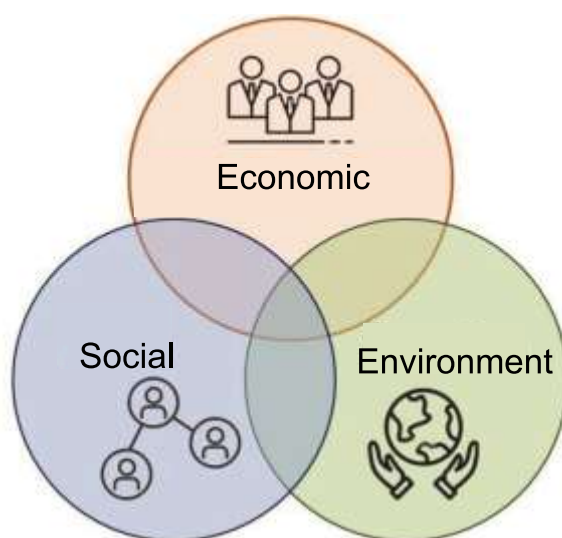
However, The Board of Directors have followed up on the performance and followed up on various issues thru online meetings.

3. Business sustainability development

3.1 Sustainability Policy and Sustainability Management Goals

The Company has a policy to conduct business that is beneficial to the economy, society and environment based on good governance for stable growth and achieve the goals according to the vision and mission as "To be a leader in service rendering in the automobile plastic parts production and other related industry in terms of quality and service as well as providing good returns to stakeholders"

The company has set three sustainability management goals i.e. economic aspect, financial growth, social aspect, personnel development, good working environment, community and social development, environmental aspect, safe working process, environmentally friendly and efficient and good quality control system including delivery of quality of good life for leading to the sustainability together.



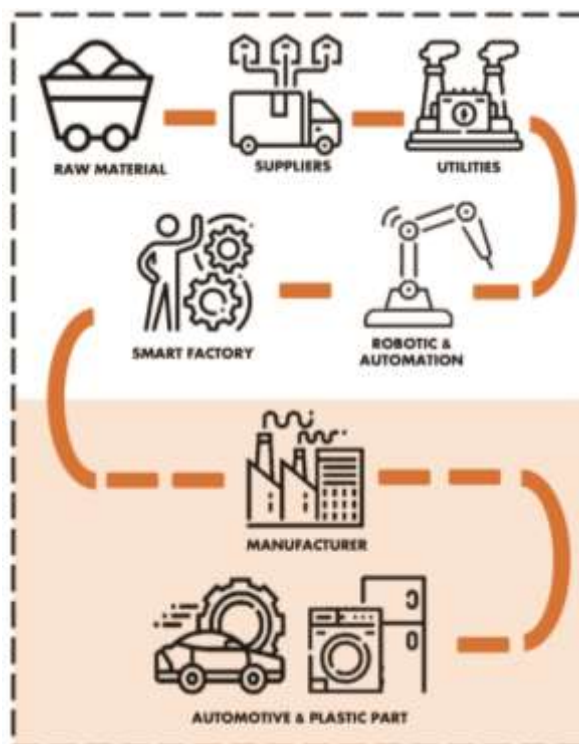
Business sustainability development	Goals	Results
1. Economic	1. Maintain the CGR assessment results as "Excellence"	1.Received an "excellent" CGR assessment from the Thai Institute of Directors Association.
	2. Maintain the AGM project assessment results (AGM) at the level of "100 full points"	2. Received an assessment result of the AGM Project Quality Assessment (AGM) at the level of "100 full points" from the Thai Investors Association.
	3. Maintain the certification results of being a member of the Thai Private Sector Collective Action Coalition Against Corruption continually	3. Received "Certification" for being a member of the Thai Private Sector Collective Action Coalition Against Corruption No. 2 for period from 7 Feb. 2020 to 6 Feb 2023 from Thai Private Sector collective Action Against Corruption (CAC)

Business sustainability development	Goals	Results
2. Social	4. Control and maintain environmental quality in the factory must pass the standard	4. Environmental quality inspection results "In the standard" audited by companies that have been certified by the Department of Labor Protection and Welfare.
	5.The company has set up a project to reduce carbon dioxide emissions. In 2021, the company has set a target to reduce carbon dioxide emissions 141 Ton Co2.	5. In 2021, The Company reduces greenhouse gas emissions 172.86 Ton Co2.
3. Environment	1Safety, occupational health, accidents at work Must not stop working	Occupational safety and health control results from work-related accidents to the point of losing work "zero"
	set training courses to continuously enhance the skills and abilities of employees	Employees are trained for the courses set completely.
	The company campaigns for employees to love saving by encouraging them to join the fund as follows (1) Encourage to join provident funds by more than 50% (2) Promote in savings with TKT Cooperatives by more than 50%	8. resultant encouraging them to join the fund as follows (1) Employees join the provident fund 53% (2) Employees join savings with TKT Cooperatives 40%

3.2 Managing stakeholder impacts in the business value chain

3.2.1 Business Value Chain Management

The company attaches great importance to business value chain management from upstream to downstream to create value for products and services to meet the expectations of stakeholders starting from the procurement of raw materials, Production Process that takes into account the impact on the community and is environmentally friendly as well as Delivery of standard products on time.



3.2.2 Stakeholder Analysis in the Business Value Chain

The Company gives importance to all groups of stakeholders, which are key success factors in business operation. The company attaches importance to participation, provides opportunities for two-way communication to listen to opinions, suggestions, reflecting the needs and expectations of stakeholders on the Company's operations. The stakeholders can be classified into 7 main groups as follows:

Stakeholders	Communication and participation channels	Expectation	Response Action
1. Employees	<ul style="list-style-type: none"> Executives Meeting Employees Activity Meeting of the welfare committee in the workplace Channels for whistleblowing Channels for Opinion 	<ul style="list-style-type: none"> Appropriate compensation and benefits Training to develop knowledge Career stability and Promotion Safety, health and environment in the workplace Participation in expressing opinions 	<ul style="list-style-type: none"> Fair and equitable Evaluation, Opportunities for promotion Appropriate Wage increase and annual bonus payment Organize training courses (Year 2021 online training) Providing a good working environment

Stakeholders	Communication and participation channels	Expectation	Response Action
2. Customers	<ul style="list-style-type: none"> Do survey of customers satisfaction monthly meeting Activities with Customers 	<ul style="list-style-type: none"> Quality products and reasonable prices Service quality and Provide information about the product Delivery of products on time Customer Confidentiality 	<ul style="list-style-type: none"> Customer satisfaction management. Development and improvement of production processes by using technology, innovation and promotion of product research and development No complaints about confidentiality leaks were found
3. Trade partners	<ul style="list-style-type: none"> Meeting Assessment of suppliers/ contractors Meeting, Talking Channels for recommendations and complaints 	<ul style="list-style-type: none"> Transparent and fair business operation Comply with the terms and conditions. 	<ul style="list-style-type: none"> Formulation and supervision of the procurement policy Consider and select business partners equally and fairly Prohibiting direct and indirect payment of any dishonest benefits
4. Shareholders	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Activities of listed companies to meet investors. (Opportunity Day) Company visit website (www.tkrungthai.com) Channels for recommendations and ask for information Channels for whistleblowing 	<ul style="list-style-type: none"> Good performance and sustainable business growth Satisfactory dividend payment Good corporate governance Company information that have been correct, complete and up to date 	<ul style="list-style-type: none"> Comply with laws and good corporate governance principles Disclose complete information, transparency and equally
5. Creditors	<ul style="list-style-type: none"> Discussion Meeting Meeting, Talking Channels for receiving complaints 	<ul style="list-style-type: none"> On time payment and completely 	<ul style="list-style-type: none"> Comply with the terms and conditions.
6. Community, environment and society	<ul style="list-style-type: none"> Participation in preserving local cultural traditions Channels for complaints 	<ul style="list-style-type: none"> Conducting business with safety and social responsibility Promote, support activities that are beneficial to the community and society The complaints are fairly resolved 	<ul style="list-style-type: none"> Responsible operations for impacts in the production process Compliance with regulations and laws No complaints from the community
7. Competitors	<ul style="list-style-type: none"> Meeting Meeting, Talking Channels for receiving complaints 	<ul style="list-style-type: none"> Conducting business with honesty, transparency Conducting business fairness under good competition rules 	<ul style="list-style-type: none"> Comply with the conditions and rules of a good competition. Do not harass and seek confidential information Do not slander or damage others' reputation

3.3 Environmental Sustainability

3.3.1 Environmental Policies and Practices

The Company has a policy to operate its business with an emphasis on and awareness of environmental responsibility to prevent and be responsible for impacts that may occur from both internal and external operations by supporting activities that enhance quality, Occupational health and working environment to be safe for employees' lives. Take care of environmental management to reduce the impact on the community and society by adopting the environmental management system standard ISO:14001 as a guideline for practice and set an "environmental policy" to promote the development of production processes. Create innovations that reduce the impact that may occur and prepare various measures to create the most efficient use of resources in all aspects.

3.3.2 Environmental performance

The company operates in accordance with the environmental policy, complies with the relevant law and regulations on ongoing basis and conduct environmental quality measurements annually.

For the year 2021 from the environmental quality control operation, the environmental quality measurement results in the factory are "In the standard", audited by a company certified by the Department of Labor Protection and Welfare as the following items

Measurement of Environmental Quality in the Factory	Quality Measurement Results		
	Below Standard	In the Standard	Above Standard
1. Quality of Drain Water		✓	
2. Density of Luminous Intensity		✓	
3. Volume Level		✓	
4. Air Quality Level		✓	
5. Contaminant Level		✓	
6. Ecosystem		✓	

In addition, the Company has determined and campaigned for the most efficient and efficient use of energy and resources. Organize training and orientation for new employees on the environment, energy and various impacts as well as to support activities related to economical use of resources, such as turning off the lights, turning off the air conditioner during break time, carpool arrangements, use recycle boxes. use both sides of paper, etc.

The company has appointed a working group on energy management. to serve as energy management for maximum benefits and promote the implementation of Workers Conservation Promotion Act as well as overseeing activities related to reducing electricity consumption and reducing greenhouse gas emissions. The company has allocated a budget to invest in concrete energy-saving equipment and strictly comply with the requirements of the environmental management standard or ISO 14001; and related laws as well as carry out activities to save energy and reduce greenhouse gas emissions as follows:

Item	Carbon Dioxide Reduction Activities in 2021	Reduced Energy (Ton Co)	Reduced expenses (Baht)
1	Air conditioner replacement activity	51.80	328,264
2	Activities to turn off the air conditioner 15 minutes before finishing work and during lunch break	66.36	248,765
3	Air compressor shutdown activities in the production department	37.12	175,200
4	Light bulb replacement activity	17.58	330
	Total	172.86	752,559

* Operated by the Energy Management Working Group. The company has not passed the verification of information and registered by TGO.

3.4 Social Sustainability

3.4.1 Social Policies and Practices

The Company has a policy to conduct business that is beneficial to the community and society, paying attention to preserving the local customs and traditions where the company and factory are located. Provide support to activities in the community and society. Set up a complaint system on matters that may affect the community and society and encourage employees to apply the Sufficiency Economy Philosophy in their livelihoods. Promote employees to serve and do good deeds for society

The Company has established a human rights policy. as a guideline for fair treatment of related persons, does not discriminate against any person on the grounds of their race, religion, gender, age, social status, etc. as well as does not encourage to use the children's labor, sexual harassment. To provide opportunities for disabled people to work and arrange a place to sell products within the company for disabled

3.4.2 Social performance

The Company is committed to operating activities that create participation and listen to the true needs of stakeholders, which are divided into two main parts: internal operations related to employee care and external operations related to community and social care which can be summarized as follows:

1. Internal operations

1.1 Human Rights

1.1.1 Employing disabled persons so that they have the opportunity to use their abilities to earn self-reliant and reduce the burden of the family. The company has employed five disabled persons and has arranged a place for disabled people to sell products within the company's area promotes the understanding of human rights.

1.1.2 Promotes the understanding of human rights.

1.1.3 Determine channels for complaints.

1.2 Employee care and training development

1.2.1 Remuneration and welfare care, the Company pays compensation to employees in the form of salary, overtime, living allowance, bonus, contributions to the provident fund, etc. Such compensation is paid according to professional qualifications, knowledge, and abilities regardless differences in gender, race, religion, or disabilities in any way. In addition, in order to create incentives for employees' performance to achieve the specified goals, the company has taken the employee's performance into consideration in the management of compensation. with staff to

create a good relationship between the organization and employees.

1.2.2 Personnel Development, the Company has organized training to develop skills and enhance the capabilities of employees at all levels. and maximize efficiency to be ready to respond and drive goals and strategies in business operation

1.2.3 To take care of safety, Occupational Health, the Company aims to create a culture of safety by encouraging employees to comply with the safety, occupational health policy and organizing fire drills, Annual fire evacuation drill and provide adequate equipment according to the nature of work.

1.2.4 The company supervises and inspects to measure the quality of the working environment in order not to affect the health of employees.

1.2.5 To provide appropriate channels and procedures for complaints in case employees are treated unfairly.

1.2.6 Employee care in the situation of COVID-19, the Company takes care of employees to be safe and arrange for employees to receive 100% vaccination against COVID-19 and the company has no policy to lay off employees, reduces salary or stops doing business during this crisis situation.

1.2.7 Organize the Happiness Project by supporting consumer goods to employees to alleviate their burden during the Covid-19 situation.

2. External operations

2.1 Community & Social Development

2.1.1 The company supervises and inspects the quality of work processes such as wastewater treatment systems in order not to affect neighboring communities

2.1.2 Donate gifts on the occasion of the national children's day to the school and the communities surrounding the factory

2.1.3 Arrange activities to give encouragement and provide ventilator equipment, food, fruit and beverages to doctors and nurses who treat and take care of patients from the epidemic of COVID-19

However, The company continues to strive to improve and develop its business model continuously to keep up with the changes, to create the added value for the business in the long run along with working with environmental and social responsibility in every process of business operations in order to prevent and reduce potential impacts on the environment and society as well as taking care of all groups of stakeholders appropriately.

For furthermore details, the Company has prepared and displayed in the 2021 Sustainability Report which is published on the Company's website. http://www.tkrungthai.com/investor/investor_index.html



4. Management's Discussion and Analysis

4.1 Financial Highlights

➤ The Company's operating results for the year 2021 ending December 31, 2021 are as follows:

Item	Unit	2021	2020	2019
Performance				
Revenue from sales – Plastic products	Thousand Baht	1,062,158	882,606	1,132,481
Revenue from sales – Moulds	Thousand Baht	149,342	129,021	154,734
Other income	Thousand Baht	20,425	7,206	14,508
Net profit	Thousand Baht	13,592	-36.557	12.209
Balance Sheet Highlight				
Total Assets	Thousand Baht	1,145,233	1,131,275	1,161,313
Total Liabilities	Thousand Baht	706,743	706,378	727,337
Shareholders' equity	Thousand Baht	438,490	424,898	433,976
Common Stock Highlight				
Authorized share capital	Thousand Baht	237,780	237,780	214,000
Par value	Baht/share	1.00	1.00	1.00
Book value	Baht/share	1.84	1.79	2.03
Basic earning per share	Baht/share	0.06	-0.17	0.06

➤ Management's Discussion and Analysis

T. Krungthai is a manufacturer and a designer of plastic components, as well as manufacturer and service provider for molds which are used for manufacturing of plastic components. Major Customers are leading automotive and electric appliances factories, including original equipment manufacturers (OEM) mainly based in Thailand. In 2021, the Company had total revenue of 1,211.50 millions, net profit 13.59 millions while in 2020, total revenue was 1,011.63 millions and net loss 12.21 millions

4.2 Analysis of operating results and financial position

➤ Analysis of performance

• Revenue

Due to the situation of the outbreak of COVID-19 that started from the end of 2019 until the present resulting in global economic recession. For Thailand, although the situation get better in some period and worse in some period, Thai Government has encouraged the general public to vaccinate and for the Company, we have supported and encouraged all employees to receive vaccinations including defined various measures to prevent infection within the factories. For the automotive industry are still affected from the COVID-19 outbreak situation as well. As appeared that from the car production in year 2019 at approximately 2.01 million units decreased to 1.43 million units in year 2020 and increased to 1.68 million units in year 2021 or increase 17.48%, mainly from a pickup truck group, size of 1

ton has a total production of 1.05 million units or 62.3% of the total production. In addition, the shortage semiconductor which is an important part in the automotive industry and the problem of oversea transportation impacted to the number of automobile production increasing not much

The Company has the main income from the production and sales of plastic auto parts, approximately 75% of the total plastic part production and sales. Therefore, it is the main reason that the total revenue from sales and services of the Company is based on the domestic automobile production. In 2021, the revenue from the sale of plastic parts was 1,062.16 million baht, increased by 20.34% compared to 2020, which was higher than the total car production that increased by 17.48%. Mold service sales provided 149.34 million baht, an increase of 15.74% from the year 2020, resulting in a total revenue of 1,211.5 million baht, an increase of 199.87 million baht compared to the year 2020, or an increase of 19.76%.



• Gross Profit

In 2021 the Company's gross profit was 187.35 million baht (gross profit margin 15.46%) which increased by 53.39 million baht when compared to the year 2020, which its gross profit was 133.96 million baht (Gross Profit Margin 13.24%). This was a result of higher income both from the revenue from the sale of plastic parts and the income from the service of molds and higher gross margin rate from the effort to reduce the loss from the set up time of molds, Improve the cycle time to be shorter, as well as continuously reduce the defect rate of plastic parts production. With such continuous efforts, it is found that if we compare the revenue and profit in 2019 where total revenue of 1,287 million baht higher than in 2021 at 75.71 million baht, but has a gross profit margin of 13.29%, which is lower than the gross profit margin of 2021 at 15.46%.

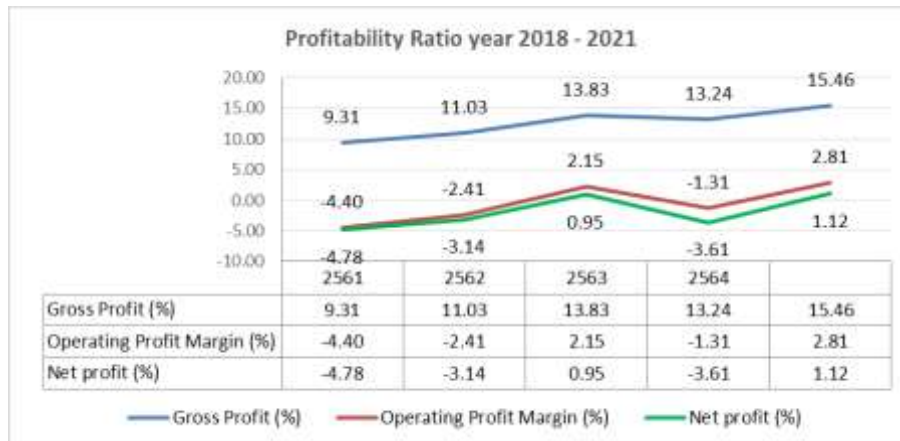
• EBIT & EBITDA

For the year 2021, the Company's EBIT was 34.04 million baht (2.81%) compared to -13.24 million baht (-1.31%) in 2020 or increase of 47.28 million baht as a result of higher gross profit as mentioned above. For selling and administrative expenses, as a percentage of sales, it decreased from 15.26% to 14.34% of sales and other income 20.43 million baht, which is higher than the year 2020 13.22 million baht. The EBITDA of 2021 is 97.12 million baht, an increase of 45.74 million baht from 2020 with an EBITDA of 51.38 million baht and it's also higher than the year 2019 with higher sales.

• Net Profit/Loss

In 2021, the Company had a profit before income tax of 17.6 million baht, an increase of 49.12 million baht when compared with a loss before income tax of 31.52 million baht in 2020 due to lower financial expenses from lower debt burden, although interest rates have moved higher according to the economic situation.

For net profit in 2021, the Company had a net profit of 13.59 million baht (1.12%) higher than in 2020 by 50.15 million baht. In 2020 which the company had a net loss of 36.56 million baht (-3.61%)



➤ Analysis Financial Position

As of December 31, 2021, the Company has total assets of 1,145.23 million baht, total liabilities of 706.74 million baht and shareholders' equity of 438.49 million baht, representing a debt-to-equity ratio of 1.61 times. Total assets increased from the year 2020 by 13.96 million baht from an increase of cash and cash equivalents 17.11 million baht and trade and other current receivables 39.73 million baht in line with increased sales while the contract assets lower than from the year 2020 in the amount of 6.20 million baht from the recognition of accrued revenue from mold manufacturing services. For non-current assets in 2021, a decrease of 53.38 million baht due to the company's investment in the purchase of fixed assets of only 36.92 million baht, which were the purchase of injection molding machines, renovation of factory building area for convenience and safety, installation of equipment in the machine to increase work efficiency, improvement of the painting room to reduce the waste rate and replacement of deteriorated computer hardware, machinery and vehicles, meanwhile the amortized depreciation expense for the year was 59.07 million baht and amortization expenses of 8.84 million baht of the boxes used to contain products and jigs that helps in the production and inspection of the goods. The right-to-use assets decreased from the year 2020 by 2.09 million baht due to the amortization of depreciation over the life of the operating lease.

The total liabilities in 2021 were 706.74 million baht, an increase of only 0.37 million baht from 2020 due to trade and other current payables, an increase of 27.45 million baht in line with higher sales volumes while short-term loans from financial institutions decreased by 16 million baht and liabilities under lease contracts decreased by 12.12 million baht

For shareholders' equity at 438.49 million baht was higher 13.59 million baht than in 2020 as result of net profit 13.59 million baht. It made the debt-to-equity ratio in year 2021 at 1.61 times, a slight improvement from 2020 by 0.05 times. In 2020, the debt to equity ratio is 1.66 times.

- Efficiency of property utilization

Overall, the efficiency in utilization of the company's assets upper than the previous year by considering the following ratios

- Total Asset Turnover (Total Income / Total assets) in 2021 was 1.06 times upper than in 2020 at 0.89 times, due to increase sales of 199.87 million baht, while assets increased by 13.96 million baht.

- Operating Cycle 100 days and Cash Cycle 39 days, approximately 10 days shorter than the previous year.

- Financial liquidity

In 2021, the Company had Current Ratio 0.79 times and Quick Ratio 0.64 times, slightly improved from the previous year. EBITDA / Interest Expense was 5.91 times and Cash Profit / Interest Expense was 6.54 times which is better than previous year as well. The Company had positive cash flow from operation of 98.15 million baht, cash outflow from investment of 33.22 million baht by investing in the purchase of fixed assets and computer software. And the Company has repaid short-term debt, lease liabilities and interest totaling 47.82 million baht, resulting in negative cash flow from financing 47.82 million baht. The Company has never defaulted on debt and spending is for the main business only. Therefore, the Company has received good support from financial institutions with sufficient credit facilities for business operation.

4.3 Financial Ratios

Item	Unit	2021	2020	2019
Liquidity Ratio				
Liquidity Ratio	Time	0.79	0.70	0.69
Quick Ratio	Time	0.64	0.57	0.56
Cash flow Ratio	Time	0.15	0.08	0.19
Account Receivable Turnover	Time	5.34	4.90	6.87
Average Collection Period	Day	68	75	53
Finished Goods Turnover Ratio	Time	45.49	41.43	51.59
Average selling time of finished goods	Day	8	9	7
Inventory Turnover	Time	11.43	10.21	8.48
Average Inventory Period	Day	32	36	43
Accounts Payable Turnover	Time	5.90	5.89	7.49
Average Payment Period	Day	62	62	49
Cash Cycle	Day	39	48	47
Profitability Ratio				
Gross Margin Ratio	%	15.46	13.24	13.83
Operating Profit Margin	%	1.12	-2.02	1.02
Other income to total income ratio	%	1.66	0.71	1.11

Item	Unit	2021	2020	2019
Profitability Ratio				
Cash to profit margin	%	720.93	n/a	996.49
Net profit margin	%	1.12	-3.61	0.95
Return on equity	%	3.10	-8.60	2.81
Efficiency Ratios				
Return on assets	%	1.19	-3.19	1.06
Return on fixed assets	%	12.83	4.47	12.03
Asset turnover	Time	1.06	0.89	1.11
Financial Policy Ratios				
Debt to equity ratio	Time	1.61	1.66	1.68
Interest coverage ratio	Time	5.91	2.81	4.45
Interest bearing debt to EBITD ratio	Time	5.02	10.03	5.95
Commitment coverage ratio (cash basis)	Time	0.21	0.11	0.18
Pay out ratio	%	n/a	n/a	n/a

5 General Information and Other Important Information

5.1 General Information

Regulator	<p>The Securities and Exchange Commission, Thailand.</p> <p>333/3 Viphavadi-Rangsit Road, Chomphon, Chatuchak, Bangkok 10900</p> <p>Tel. 02-033-9999 Fax. 02-033- 9660</p> <p>https://www.sec.or.th mail: info@sec.or.th</p>
Securities Registrar	<p>The Stock Exchange of Thailand.</p> <p>93 Ratchadaphisek Road, Dindaeng, Bangkok 10400, Thailand</p> <p>Tel. 02-009-9000 Fax. 02-009-9991 www.set.or.th</p> <p>SET Contact Center : www.set.or.th/contactcenter</p> <p>Tel. 02-009-9999</p>
Securities Registration	<p>Thailand Securities Depository Co., Ltd.</p> <p>93 The Stock Exchange of Thailand Building,</p> <p>Rachadapisek Road, Dindaeng, Bangkok 10400, Thailand.</p> <p>Tel. 02-009-9388 Fax. 02-009-9476</p> <p>Website: http://www.set.or.th/tsd</p>
Audit	<p>Karin Audit Co., Ltd.,</p> <p>72 CAT Telecom Tower, Floor24, Thailand.</p> <p>Charoen Krung Road, Bangrak, Bangkok. 10500 Thailand</p> <p>Tel. 02-105-4661</p> <p>Auditor: Mr. Komin Linphrachaya, C.P.A. Thailand No. 3675</p>
Legal Advisor	<p>Far East Law (Thailand) Co., Ltd.</p> <p>121/74-75 RS Tower Bldg. 24th Rachadapisek, Dindaeng, Bankok 10400</p> <p>Tel. 02-641-3182-5</p>

5.2 Other Important Information

--None--

5.3 Legal Disputes

--None--

Part

2

Corporate Governance

Part 2

Corporate Governance

6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policy and Practices

Board of Directors realizes and gives importance to the principles of good corporate governance by emphasis on transparency and fairness to build confidence for shareholders and all stakeholders.

The Board of Directors has prepared the “Good Corporate Governance Policy” with reference to the Good Corporate Governance Principles for Listed Companies 2017 (CG Code) as a manual and has made a manual “Business Ethics” as a guideline for the Board of Directors, who are the highest responsible persons of the organization, to apply in corporate governance for the business to have a good performance in the long run, to build credibility with all stakeholders and for the benefit of creating value for sustainable business growth.

6.1.1 Policies and guidelines on the Board of Directors

Board of Directors plays an important role in monitoring and supervising the Company's business in order to make the business to have good operating results, trustworthy for shareholders and stakeholders and create value for sustainable business.

A proper board structure and clear duties and responsibilities of the board are essential to its performance. The person who will be appointed as the Company's director must be a visionary, capable and experienced person and perform duties with caution, honesty and comply with the law as well as devoting time to perform duties for the company fully and is independent from the management in making decisions for the best interests of the Company and the shareholders. And to increase the efficiency of the Board of Directors' duties, Subcommittees have been appointed to help supervise and screen the work as necessary and appropriate.

6.1.2 Policies and practices related to shareholders and stakeholders

Board of Directors realizes and gives importance of the rights of shareholders by encouraging shareholders to exercise their rights and not to do anything which is a violation or deprivation of the rights of shareholders and attaches importance to the right to receive information of the Company that is accurate, complete, sufficient, timely and equitable and fair. The Board of Directors will monitor and supervise so that shareholders are treated and protected their fundamental rights equally.

Board of Directors gives importance to all groups of stakeholders and focuses on ethical business practices, creates added value for all groups of stakeholders fairly and defines policies and practices such as responsibility to shareholders, use of inside information, confidentiality, conflicts of interest, human rights violations, prevention and anti-corruption, receiving complaints and whistleblowing, etc.

6.2 Code of conduct

The committee has prepared a manual “Business Ethics” as a guideline and good practice for directors, executives and employees to use it as a guideline for performing their duties to achieve the company's mission with honesty and fairness both the treatment of the company, to all groups of stakeholders and to the public and disseminate “Business Ethics Handbook” on the Company website

<http://www.tkrungthai.com/investor/announcement/EConduct.pdf>

6.3 Milestones of policy, guidelines, and corporate governance of this past year

In 2021, the Board of Directors reviews the good corporate governance policy, Business Ethics Handbook including other policies of the Company and is determined to ensure compliance with the policies and guidelines of good corporate governance principles of the Stock Exchange of Thailand and the Thai Institute of Directors Association strictly and continuously resulting to the Company received the following awards:

1. The Company was assessed by the Corporate Governance Survey of Thai Listed Companies (CGR) at the level of "Excellent" (5 stars) and was ranked 1 in 60 Top Quartile companies, listed companies with Market capitalization (Market Cap) less than 1,000 million baht
2. The Company has been evaluated the quality of Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association with a full score of 100 points.
3. Accredited as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) for the 2nd renewal certification (7 Feb. 2020 to 6 Feb. 2023)

In addition, in 2021, the Company has supervised and monitored compliance with the principles of corporate governance covering 5 categories, namely, Rights of Shareholders, Equitable Treatment of Shareholders, Role of stakeholders, Disclosure of information and Transparency Responsibilities of the Board of Directors. In summary, the content is as follows.

Section 1 The Rights of Shareholders

In addition to basic rights as required by law such as trading rights or transfer the securities they hold independently, getting a profit sharing from the company, attending the shareholders' meeting, independently expressing opinions at the meeting on matters affecting the Company, such as the allocation of dividends, determination or amendment of the Articles of Association and the Memorandum of Association, capital reduction or capital increase, and approval of special items, the company has also taken various actions which promote the exercise of rights and facilitate the exercise of the rights of shareholders as follows:

1.1) The Company gives the shareholders an opportunity to propose matters to be included in the meeting agenda in advance. and submitting questions related to the agenda of the 2021 Annual General Meeting of Shareholders via the Stock Exchange of Thailand's news system. Advance between October 30, 2020 and January 29, 2021, along with the announcement of the rules and clearly specify the steps by publishing on the company website (www.tkrungthai.com) Announcement Title As a result, no shareholder proposed any agenda for the 2021 Annual General Meeting of Shareholders.

1.2) The Company facilitates and respects the rights of shareholders. by following the rules prescribed by the law The 2021 Annual General Meeting of Shareholders was held on April 9, 2021 at the Maenam Ramada Plaza Hotel, Bangkok. The meeting place was easily accessible. To facilitate and encourage shareholders or all proxies attend the Annual General Meeting of Shareholders.

1.3) The Company disseminates the invitation letter for the 2021 Annual General Meeting of Shareholders to all shareholders. and information supporting each agenda in both Thai and English to shareholders on the Company's website 35 days prior to the meeting date. for shareholders to study the information in advance by publishing on the company website (www.tkrungthai.com) Title of announcement (Post on March 5, 2021) and was notified via the Stock Exchange of Thailand's news system.

1.4) The Company has given to Thailand Securities Depository Company Limited, which is the Company's share registrar. To deliver the meeting invitation letter to shareholders 22 days in advance of the meeting date.

1.5) The Company has announced the invitation letter for the shareholders' meeting. in a daily newspaper for 3 consecutive days before the shareholders' meeting to give advance notice for preparation before attending the meeting

1.6) The company did not take any action. which limits the opportunities of shareholders to study the Company's information

1.7) The Company gives the right to shareholders to attend the shareholders' meeting after the meeting has started with the right to vote on the agenda which is during consideration and has not yet voted and be counted as a quorum starting from the agenda which they attend the meeting and vote onwards.

1.8) The Company informs the method of attending the Annual General Meeting of Shareholders with sufficient information for each agenda for decision making to the shareholders in the invitation letter to the shareholders' meeting and manages to have a hassle-free voting method with efficiency and the low cost.

1.9 The company uses a computer system for registration. and check the votes of shareholders for speed and facilitate the shareholders

1.10) All the directors and top Management attended shareholders meeting to inform and answer all the questions raised by shareholders. Moreover, an auditor representative from Karin Audit was also present during the meeting to answer the question regarding company's financial statement along with one legal counselor from Far East as witness in vote counting for clarity.

1.11) In the shareholders' meeting Before starting the meeting according to the agenda, the company introduced the directors, executives and auditors of the company. at the meeting to the shareholders and to clarify to the shareholders Know how to vote and rights of shareholders The chairman of the meeting is responsible for controlling the meeting according to the order of the agenda. informed in the notice of the shareholders' meeting allocate time appropriately sufficient for presenting the various issues of each agenda as well as providing opportunities for shareholders to express their opinions ask questions about the Company's business operations The meeting was recorded accurately and completely, summarizing the resolutions and counting votes with transparency and fairness.

1.12) The Company did not add any agenda for the meeting. or change important information in the 2021 shareholders' meeting. and ask questions at the meeting before making any resolutions Details appear in the minutes of the 2021 Annual General Meeting of Shareholders.

1.13) The Company has allocated an appropriate time for the meeting. and encouraging shareholders to have the opportunity to express their opinions and asked questions to the shareholders' meeting on matters related to the Company

1.14) The Company has completed the minutes of the shareholders' meeting. and disseminated through the channels of the Stock Exchange and the Company's website (www.tkrungthai.com) under the topic of announcement within 14 days from the date of the meeting. for shareholders to express their opinions and can check without having to wait for the next meeting

Section 2 The Equitable Treatment of Shareholders

The Company has a policy to treat all groups of shareholders equally. Protect fundamental rights and fair interests By doing the following

2.1) Currently the company There is only one type of ordinary shares, therefore, the voting rights are in accordance with the rights of the ordinary shares. Each shareholder has a vote equal to one share per one vote.

2.2) The Company gives an opportunity to shareholders to nominate a person to be considered as a director of the Company. in advance From October 30, 2020 to January 29, 2021 and publicize it to shareholders through the SET's news system. along with disseminating the rules on the company's website (www.tkrungthai.com) Announcement Title However, in the 2021 Annual General Meeting of Shareholders, no shareholder nominated a person to be considered as a director.

2.3) The Company facilitates the shareholders to vote on the agenda for the election of directors to replace those who retire by rotation. The Company has separated ballots for each director election. so that shareholders can actually exercise their right to choose the directors they want

2.4) The Company allows shareholders who are unable to attend the meeting in person to exercise their voting rights by appointing a proxy to others. or independent directors can attend the meeting and vote on their behalf.

2.5) The Company enclosed Proxy Form B, which is a form in which shareholders can determine their own voting direction for each agenda, along with the original invitation letter. and disseminating the Proxy Form A, B and C in both Thai and English on the Company's website. (www.tkrungthai.com) for shareholders to download as well.

2.6) The Company has established preventive measures and penalties for the wrong use of inside information (Insider Trading) of directors, executives and employees related to information to trade the Company's securities during the period of one month prior to the disclosure of the Company's quarterly and annual financial statements or other information that may affect the price of the Company's securities which is announced in the business ethics manual and has kept follow up regularly.

2.7) The Company has established rules and regulations regarding the acquisition or disposal of securities of directors and executives by reporting the securities holdings and changes in the Company's securities holdings to the SEC and the Stock Exchange of Thailand within 30 days after the date of or within 3 business days from the date of purchase, sale, transfer or acceptance of transfer of securities under Section 59 of the Securities and Exchange Act B.E. 2535 and its amendments. The company secretary is responsible for reporting changes in securities holdings of directors and executives to the Board of Directors every time there is a change. The company discloses the report of securities holdings of directors and executives in 2021 in the One Report.

2.8) The Company has set rules for directors and executives to disclose information. own stakeholder and the person who has Relevance According to Section 89/14 of the Securities and Exchange Act B.E. 2551 (2008), the first report must be made within 30 days from the date of taking office. And report the change of data every quarter by the 15th of the following month. from the last day of each quarter and the secretary of the Board of Directors To keep the originals and copies and report them to the Chairman of the Board of Directors. and the Chairman of the Audit Committee notified within 7 days after receiving the report.

Section 3 The Role of Stakeholders

The Company respects the rights of all stakeholders both internal and external stakeholders to strengthen the cooperation between the company with stakeholders to create wealth, financial stability and sustainability of the affairs Including a focus on environmental and social responsibilities.

The Company has established a policy to treat all groups of stakeholders by considering rights and giving importance to respecting human rights, fair treatment of labor, responsibility and adherence to business operations with integrity, transparency and anti-corruption in all forms along with taking care of the environment and participating in community and social development. The details can be summarized as follows:

Shareholder: The Company realizes that shareholders are business owners and the Company has a duty to create added value for shareholders in the long run. Treat shareholders equally perform duties with honesty and decide to take any action with a pure mind with care and prudence for the best interests of the shareholders as a whole and present reports on the Company's status, operating results, financial status, accounting and other reports on a regular basis and completely and truthfully. Including prohibiting seeking benefits for oneself and others by using any information of the Company which has not yet been disclosed to the public or taking any action in a manner that may cause conflicts of interest with the organization, etc.

Employees: The Company recognizes that employees are valuable resources and is a factor of success in achieving the goals of the company. The Company gives the importance in taking care and developing the quality of life, living and working environment of employees and has the aim to continually develop employees' potential and encourages employees to have opportunities for advancement and stability including treating employees equally, respecting for human rights and providing reasonable remunerations by setting various policies to take care and develop employees

- **Remuneration Policy**

The Company has a policy for managing compensation and benefits for employees. The remuneration is set for employees according to their qualifications, knowledge, and abilities. and work experience. The minimum salary of employees is not less than the minimum wage set by the government and other benefits such as bonuses, provident funds, medical fees, annual health checkup, staff uniform, staff shuttle service including promoting to upper level according to the line of work.

In this regard, the Company has set the performance evaluation with the Key Performance Indicator (KPI) system to be used as a tool to consider the actual performance in relation to the set goals.

Customers: The Company realizes and focuses on providing customers with the benefits and satisfaction of the customers towards the success of the business. Therefore, it intends to seek ways to meet the needs of customers more efficiently and effectively at all times. The Company has established policies and practices as follows:

1. Deliver products and provide quality and standard services that meet the needs of customers.
2. Provide accurate information about products and services sufficient and up-to-date in order to make customers to receive useful information for decision making and refrain any misleading actions.
3. Comply with the conditions strictly to customers and in the event that any conditions cannot be complied with, the customer must be informed immediately in order to jointly consider and find a solution to the problem without delay.

4. Arrange a process to receive problems and complaints from customers and do our best to allow customers to receive quick responses including providing a customer satisfaction assessment form to improve and develop products and services further

5. Customer Confidentiality and keep each product confidential by assigning the responsible person to be the supervisor in compliance with the specified operating regulations if there is a correction or cancellation must be approved by the customer every time.

Trading partners: The company has a policy to treat business partners equally and fairly by taking the best interests of the company into account. The policy is based on fair and equal receipt of return for both parties and on avoiding situations that may cause a conflict of interest. The company strictly complies with its commitments, provides accurate information, correct reports and follows negotiations to find solutions for problems based on the level of business relationship. The guidelines are as follows:

1. The company offers the opportunity to do business for all partners and to consider the selection of partners based on equality and fairness.
2. Do not solicit or accept any offers and benefits that is dishonest in business negotiations with trading partners
3. Strictly comply with the agreed terms and in the case of an inability to comply with any terms, the creditor needs to be informed immediately in order to find solutions together.

Competitor: The Company has a policy to treat competitors under the framework of honest competition and according to the competition law by adhering to conducting business under a code of ethics with ethics and transparency including not infringing on the confidentiality or knowing the trade secrets of competitors by fraudulent means, do not damage the reputation of competitors by accusing them of slander and will operate under the framework of good competition rules

Environment: The company has established policies and guidelines with regard to the environment. To make employees aware of their responsibility to the environment and has complied with the standard guidelines Until receiving the quality standard certificate ISO1 4 0 01, together with the responsibility to society, community and environment. until it becomes the culture of the organization The guidelines are as follows.

1. Comply with the law requirements and standards strictly related to the environment
2. Committed to reducing, preventing, impact on the environment due to raw materials production process and various activities within the company that may affect the environment
3. Improve and develop the environmental management system. in all activities of the Company to reduce pollution and environmental impact with clear objectives, goals, plans and assessments
4. Promote energy conservation and efficient use of resources
5. The Company provides environmental conservation support to society and various organizations. as well as disseminating environmental information to create a good understanding for the community and related persons

In 2021, the company has organized training on environmental quality standards. and campaign activities "Safety Week Environment and energy conservation" in order to make employees aware of the efficient use of resources and to achieve maximum efficiency, such as turning off the lights when they are not needed for use. and turn off the air conditioner during lunch break use of turnover box Arrangement of carpool transfers, etc.

Community: The Company has a policy to operate a business that is beneficial to the economy, society and community, pays attention to the preservation of local traditions where the Company's factory is located by organizing activities with the community such as Children's Day activities with the community, giving scholarships for employees' children, blood donation, offering robes to Buddhist priests to their hometown (community where employees live), etc.

The company adheres to behave as a good citizen, complies with the law and all relevant regulations, commits to continuous efforts to raise the quality of society both by itself and cooperating with the government and communities, the Company has the following guidelines:

1. Support activities with a focus on social and community development, including supporting education for youth and public benefit activities
2. Adhere to democracy and encourage personnel to perform their duties in exercising their right to vote under the Constitution. The Company has no policy to provide financial support directly or indirectly to politicians or any political party.
3. Set up a complaint system in matters that may affect the community, carry out an investigation to find the cause to improve and notify the complainant of the result

Safety, occupational health and environment in the workplace: The Company has established policies and guidelines by realizing and emphasizing on the importance of safety, occupational health and working environment including concern for life and the health of employees at all levels. The company has a professional safety officer to supervise, arranges training to employees to comply with the safety, occupational health and work environment policies. There are guidelines as follows.

1. Commit to developing and creating safety, occupational health, and working environment in accordance with the requirements of the law
2. Safety at work is considered as the first responsibility in the performance of employees
3. Maintain the working environment to be safe for work and use resources efficiently
4. Support and encourage employees to participate in safety activities such as hazard detection and assessment activities, 5S activities, and provide training to educate in order to prevent accidents and occupational disease
5. Review and update the policy constantly in order to suit the current situation by taking into account of the impact on employees and stakeholders

In 2021, with the results of the implementation of the Occupational Safety, Health and Work Environment Policy, the statistics of occupational accidents are "zero".

Violation of Human Rights: The Company strictly values and respects human rights and is aware of equality. The Company has established a human rights policy. as a guideline for fair treatment of related persons Does not discriminate against any person on the grounds of their race, religion, gender, age, social status, etc. Child labor is not encouraged. Against sexual harassment or harassment and provide opportunities for people with disabilities to participate including setting up a place to sell products within the company for disabled

Non-infringement of intellectual property or copyright: The Company has established policies and guidelines regarding non-infringement of intellectual property in the Business Ethics Manual for executives and employees to adhere to work principles and will not infringe and will respect the rights of intellectual property owners and comply with the law without infringing copyright or use the work of others to take advantage which may cause damage to the company

Conflict of Interest: The Company has established a policy for related transactions or connected transactions for directors, executives and employees to act with caution In order to prevent any transactions that violate the rules of the SEC and the Stock Exchange of Thailand, the Company has established the following practices:

1. Avoid doing your own connected transactions that may cause conflicts of interest with the Company
2. In the event that such transactions are necessary for the benefit of the Company, the transaction shall be done in the same as it is a transaction done with a general third party and the directors, executives or staffs involving that transaction must not participate in the approval process.
3. In the event that it is a connected transaction under the announcement of the Stock Exchange of Thailand must strictly comply with the rules, procedures and disclosure of connected transactions of listed companies.
4. Directors, executives or employees to be directors, partners or consultants in other companies or organizations, the appointment of such position must not be contrary to the interests of the Company and performing duties directly in the company.

Anti-Corruption: The company is committed to conducting business with transparency and fairness. It does not support all types of corruption that may occur in the organization, such as giving and receiving bribes, donations, etc., as well as supports the creation of an organizational culture that adheres to honesty and legitimacy, focuses on anti-corruption because it is believed that it will be a force to support the company sustainable growth

- **Anti-Corruption Policy**

Anti-Corruption Policy is a part of running a business. It is the duty and responsibility of the Board of Directors, executives and employees at all levels, which everyone must adhere to this anti-corruption policy strictly without exception Including complying with all laws related to anti-corruption and not participating in corruption both directly and indirectly. The Company does not allow to receive any money, thing or benefit from those who are involved in business with the Company and does not demand, perform or accept bribes for the benefit of the Company to oneself or related persons

- **Prevention and Anti-corruption**

The Company has appointed the Anti-Corruption Committee to perform risk assessment and anti-corruption guidelines with continuous monitoring and evaluation

Risk Assessment Process to prevent and suppress corruption by assessing the level of risk, both the likelihood of occurrence and the impact on corruption to determine preventive measures and continually monitor and evaluate

Guidelines on supervision and control to prevent and track by providing internal control system and risk management covering the organization's work system

Whistle Blower and Complaints, Board of Directors provide opportunities for both internal and external stakeholders to provide information or complaints or make suggestions on illegal, ethical, inaccurate financial reports or a defective internal control system

All groups of stakeholders can file complaints by specifying details of the matter to be reported or complaints sent through the following channels:

1. Notify via email of the Audit Committee (Independent Director): independent@tkrungthai.com
2. Notify via letter to Audit Committee T. Krungthai Industry Public Company Limited
23 Soi Chan 43 Yak 21, Thung Wat Don, Sathorn, Bangkok 10120

The company has employee protection measures for employees who report corruption, illegitimacy or violation of the Securities and Exchange Act. The company is unable to act or treat employees unfairly such as changing job position, job type, workplace, office or termination when the employee reports their concerns/complaint.

The shareholders and stakeholders may contact/raise concerns to the independent committee directly at email address: independent@tkrungthai.com

For stakeholders whose rights have been violated, they can report or complain. You can contact us at 02-211-3732 Central Office or Khun Chumpol Techakraisri, Company Secretary E-Mail : chumpol@tkrungthai.com or notify via letter to the Audit Committee. Of T.Krungthai Industries Public Company Limited, 23 Soi Chan 43, Yak 21 Tung wat don, Sathorn, Bangkok 10120

Process when receiving complaints: Company Secretary will be in charge of collecting scrutinize and submit various complaints to the Audit Committee except for letters sent directly to the Audit Committee which will be sent to the Audit Committee directly. The Company will conduct an audit / record the investigation in writing and report the results to the Board of Directors.

The company has a system that supports effective anti-corruption including policies, practices and appropriate internal control systems. As a result, the company certified as "Members of the Thai Private Sector Collective Action Coalition" from the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the second time (7 Feb. 2020 to 6 Feb. 2023)

In 2021, there is no employee or stakeholder make a complaint or whistle blower about any wrongdoing.

Section 4 Disclosure and Transparency

The Company has established a policy for disclosing important information related to the Company both financial and other important information accurately, completely, timely and transparency and has disclosed policies such as Company Policies, Environmental Policies, Energy Conservation Policy, IT Policy and Policies about Safety, Occupational health and working environment, etc., as well as has complied with the regulations related to the disclosure of information of the SEC and the Stock Exchange of Thailand in order to provide investors and stakeholders with equal access to information and obtain the reliable and sufficient information for decision-making. In 2020, the Company disclosed important information as follows:

4.1) The company has sent financial reports to The Securities and Exchange Commission within the time specified. And there is no conditional opinion of the auditor. As of 2020, the company has not received an order from The Securities and Exchange Commission to amend its financial statements or related documents in any way.

4.2) The Company attaches importance to the disclosure of other information such as annual reports. Shareholders' meetings are accurate, complete, timely and transparent in both Thai and English. The information is disclosed through the SET Community Portal system of the SET. and company website (www.tkrungthai.com)

4.3) Board of Directors Prepare a report on the committee's responsibility for financial reports. Disclosure in the annual registration statement/annual report (Form 56-1 One Report).

4.4) Disclosure the name of the company's director and sub-committees, including roles, duties and term of office

4.5) The board of directors ensured the disclosure of its remunerations according to related regulations, which is compared with the same industry, company performance and responsibilities of each person.

4.6) Set a policy for directors to disclose information about their interests and related parties in the event that they have interests related to the Company.

4.7) The Company has established a whistle blowing policy to promote cooperation between the Company. with stakeholders in enhancing the Company's performance Establish a mechanism to protect the rights of whistleblowers on the issue of breaking the law Accuracy of the Financial Statement Report defective internal control system or unethical behavior through the Audit Committee (Independent Director) (independent@tkrungthai.com) published on the website www.tkrungthai.com part Investor Relations

4.8) Disclosure information about the shareholding of directors and executives, both directly and indirectly clearly and set policies for directors and executives to report their company's share trading to the Chairman every time through the company secretary. The details of the shareholding of directors and executives are shown in the table as follows.

Shareholding Details of Directors						
No	Name - Sumane	Position	Number of shares Dec. 31, 2020	Number of shares Dec. 31, 2021	Number of shares Increase/Decrease	Shareholding (%)
1	Gen Terdask Marrrome (Spouse and children who are underage)	Chairman / Independent Director	220,000 0	220,000 0	0 0	0.09 0
2	Mr.Pairuch Sahamethapat (Spouse and children who are underage)	Chairman of Audit Committee / Independent Director / Director / Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	0 0	0 0	0 0	0 0
3	Mr.Paotep Chotinuchit (Spouse and children who are underage)	Chairman of Remuneration and Nomination Committee / Chairman of Corporate Governance Committee / Independent Director / Audit Committee / Director	5,000 0	5,000 0	0 0	0.002 0
4	Dr. Kosol Surakomol (Spouse and children who are underage)	Chairman of Risk Management Committee / Independent Director / Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee	0 0	0 0	0 0	0 0



Shareholding Details of Directors						
No	Name - Sumane	Position	Number of shares Dec. 31, 2020	Number of shares Dec. 31, 2021	Number of shares Increase/Decrease	Shareholding (%)
5	Mr. Virasak Sutanthavibul (Spouse and children who are underage)	Independent Director / Audit Committee / Director	0 0	0 0	0 0	0 0
6	Mr. Sumate Techakraisri (Spouse and children who are underage)	CEO / Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee /	23,500,000 24,000,000	23,500,000 24,000,000	0 0	9.88 10.09
7	Mr. Kumpee Chongthurakit (Spouse and children who are underage)	Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee /	500,000 0	500,000 0	0 0	0.21 0
8	Mr. Phreecha Tachakraisri (Spouse and children who are underage)	Director / Executive Director / Director Risk Management Committee	6,138,400 3,258,940	6,138,400 3,258,940	0 0	2.58 1.37
9	Mr. Chumpol Techakraisri (Spouse and children who are underage)	Director / Executive Director / Director Risk Management Committee / Asst.Managing Director / Company Secretary / Board Secretary	956,940 0	956,940 0	0 0	0.40 0
10	Mrs. Yupa Techakraisri (Spouse and children who are underage)	Director	24,000,000 23,500,000	24,000,000 23,500,000	0 0	10.09 9.88
11	Mr. Apichart Kasemkulsiri (Spouse and children who are underage)	Director	0 0	0 0	0 0	0 0
12	Mr. Prasong Techakraisri (Spouse and children who are underage)	Director	2,903,606 0	2,903,606 0	0 0	1.22 0
13	Mr. Kowate Limtrakul (Spouse and children who are underage)	Director / Executive Director / Managing Director	275,000 0	275,000 0	0 0	0.12 0
Director and spouse and children who are underage Total 61,757,886 shares or 25.97%						

Shareholding Details of Management						
No	Name - Sumane	Position	Number of shares Dec. 31, 2020	Number of shares Dec. 31, 2021	Number of shares Increase/Decrease	Shareholding (%)
1	Miss.Nual-anong Sukhanaphorn (Spouse and children who are underage)	General Manager Accounting & Financial	0 0	0 0	0 0	0 0
2	Mr. Niwes Buakhom (Spouse and children who are underage)	General Manager Human Resource	0 0	0 0	0 0	0 0
3	Mr. Pitsanu Vilawanjit (Spouse and children who are underage)	General Manager Kingkaew Plant	0 0	0 0	0 0	0 0
4	Mr.Dumrong Channarong (Spouse and children who are underage)	General Manager Kabinburi Plant	4,000 0	4,000 0	0 0	0.0017 0
5	Mr.Boonthiwa Inchata (Spouse and children who are underage)	General Manager (Inj.) Suwintawong Plant	0 0	0 0	0 0	0 0
6	Mr.Ruchira Srisamai (Spouse and children who are underage)	General Manager (Mold) Suwintawong Plant	5,000 0	5,000 0	0 0	0.0021 0
7	Mr.Prinya Kaeoluan (Spouse and children who are underage)	Senior Accounting & Financial Manger	0 0	0 0	0 0	0 0
Management and spouse and children who are underage Total 9,000 shares or 0.0038%						

4.9) Investor Relations, the Company attaches great importance to investor relations. In 2021, the meetings and providing information to shareholders, investors, analysts and journalists are held through the Stock Exchange of Thailand's Opportunity Day event. An investor relations department is also set up to be a convenient and effective communication channel with shareholders, analysts and other interested parties.

4.10) Activity Company Visit: For the year 2021, the Company suspends activities due to the epidemic of COVID-19, but the Company still provides a channel to contact for information via IR Contact by contacting E- mail Address : investor@tkrngthai.com or telephone 02-211-3732 ext. 104

Section 5 Responsibilities of the Board

Board of Directors takes responsible for shareholders regarding to the Company's business operations, supervision and monitoring the operations to be in line with the goals and guidelines that will bring the greatest benefit to the shareholders by taking into account the interests of all stakeholders.

Board of Directors has a duty to comply with the law, objectives and regulations of the Company and resolutions of the shareholders' meeting with honesty and care in protection of the interests of shareholders and all stakeholders, which they have performed as follows:

5.1) Board of Directors Provide an appropriate and adequate internal control system appropriately where the internal auditor is an independent auditor and report directly to the Audit Committee

5.2) Board of Directors sets up an adequate and appropriate risk management system and regularly monitors risk management. The Risk Management Committee has been set up to assess the risks of various situations that may occur and prepared the solution to prevent the impact on the company

5.3) The board of directors appointed independent director to elect chairman of the company.

5.4) Chairman of the Board is not the same person as the Managing Director and their roles, authorities and duties are clearly separated.

5.5) Define and separate the authorities of the Board of Directors and Management at each level clearly. The consideration and decision making of important matters must be approved by the Board of Directors in order to check and balance as well as reveal transparency and fair to all concerned parties

5.6) Board of Directors appoints the company secretary, Mr. Chumpol Techakraisri together with a professional legal advisor to provide legal advice and rules that the Board of Directors must know and act.

5.7) The Company has set a policy for the number of listed companies in which each director can hold a position of not more than 5 companies and has disclosed details of each director in detail in Attachment 1.

5.8) The Company has set a policy for the number of listed companies in which each director can hold a position of not more than 3 companies and has disclosed details of each director in detail in Attachment 1.

5.9) The company has adopted a policy that the CEO and Managing Director can serve as a director to other companies such company must not have any conflict with the company and before taking office must clarify details to the Board of Directors for approval.

5.10) The board of directors review and approve of company visions and mission at least every five years.

5.11) Board of Directors Attended a meeting with the management to review and approve the vision, mission, strategy planning, goals, business plans and approve the annual budget on December 18, 2021.

5.12) The Board of Directors have followed up on strategies, goals and action plans of Management and the Management is the report the performance to the Board acknowledgment in order.

5.13) Board of Directors Establish a risk management policy to be a guideline for the risk management committee. and reviewing the effectiveness of risk management

5.14) The Board of Directors sets a policy for directors. and senior management Notify the Board of Directors about the trading of shares at least 1 day in advance of trading.

5.15) Board of Directors Set a policy for all directors to report their interests to the Company.

5.16) Board of Directors sets up an internal control system that covers both financial matters and operations so that the operations are in accordance with laws, rules and related regulations, which the internal auditor is an independent unit that reports directly to the Audit Committee. The Audit Committee has jointly assessed the adequacy of the Company's internal control system and reported to the Board of Directors on February 25, 2021 that there was an adequate internal control system.

5.17) Board of Directors Prepare the schedule for the Board of Directors' meetings throughout the year in advance. In 2021, 7 meetings have been scheduled and each director is notified in advance. so that directors can manage time and able to attend the meeting

5.18) The company has delivered the meeting documents are sent to each director in advance 7 days prior to the meeting date for the directors to have ample time to review the topics before the meeting.

5.19) At the Board of Directors' meeting, all directors discuss and express opinions openly. The chairman is the one who collects opinions and conclusions from the meeting and while voting, there must be no less than two-thirds of the total number of directors and the minute of meeting is kept in a written record by the Secretary of the Board of Directors

5.20) The company discloses the number of meetings and the number of times each director attended the meeting in the table "Table showing the number of Board of Directors' meetings and sub-committee meetings" as follows.

No	Name-Surname	Position	Details of attendants in directors meeting in year 2021					
			BOD	AC	RC&NC	CG	RISK	Ex-com
1	Gen Terdask Marrrome	Chairman / Independent Director	7/7	---	---	---	---	---
2	Mr. Pairuch Sahamethapat	Chairman of Audit Committee / Independent Director / Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee	7/7	4/4	2/2	2/2	---	---
3	Mr. Paotep Chotinuchit	Chairman of Remuneration and Nomination Committee / Chairman of Corporate Governance Committee / Independent Director / Audit Committee / Director	7/7	4/4	2/2	2/2	---	---
4	Dr. Kosol Surakomol	Chairman of Risk Management Committee/ Independent Director / Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee	7/7	---	2/2	2/2	2/2	---

No	Name-Sumane	Position	Details of attendants in directors meeting in year 2021					
			BOD	BOD	BOD	BOD	BOD	BOD
5	Mr. Virasak Sutanthavibul	Independent Director / Audit Committee / Director	7/7	4/4	---	---	---	---
6	Mr. Sumate Techakraisri	CEO / Director / Director Remuneration and Nomination Committee / Director Corporate Governance Committee	7/7	---	2/2	2/2	---	14/14
7	Mr. Kumpee Chongthurakit	Director Remuneration and Nomination Committee / Director Corporate Governance Committee / Director	7/7	---	2/2	2/2	---	---
8	Mr. Phreecha Tachakraisri	Director / Executive Director / Director Risk Management Committee	7/7	---	---	---	2/2	14/14
9	Mr. Chumpol Techakraisri	Director / Executive Director / Director Risk Management Committee / Asst. Managing Director / Company Secretary / Board Secretary	7/7	---	---	---	2/2	14/14
10	Mrs. Yupa Techakraisri	Director	7/7	---	---	---	---	---
11	Mr. Apichart Kasemkulsiri	Director	7/7	---	---	---	---	---
12	Mr. Prasong Techakraisri	Director	7/7	---	---	---	---	---
13	Mr. Kowate Limtrakul	Director / Executive Director / Managing Director	7/7	---	---	---	---	14/14

5.21) The Company has set a policy for non-executive directors to have the opportunity to meet with each other. The meeting was conducted independently without Management in order to discuss business issues Including improvements and developments in various fields once on December 18, 2021

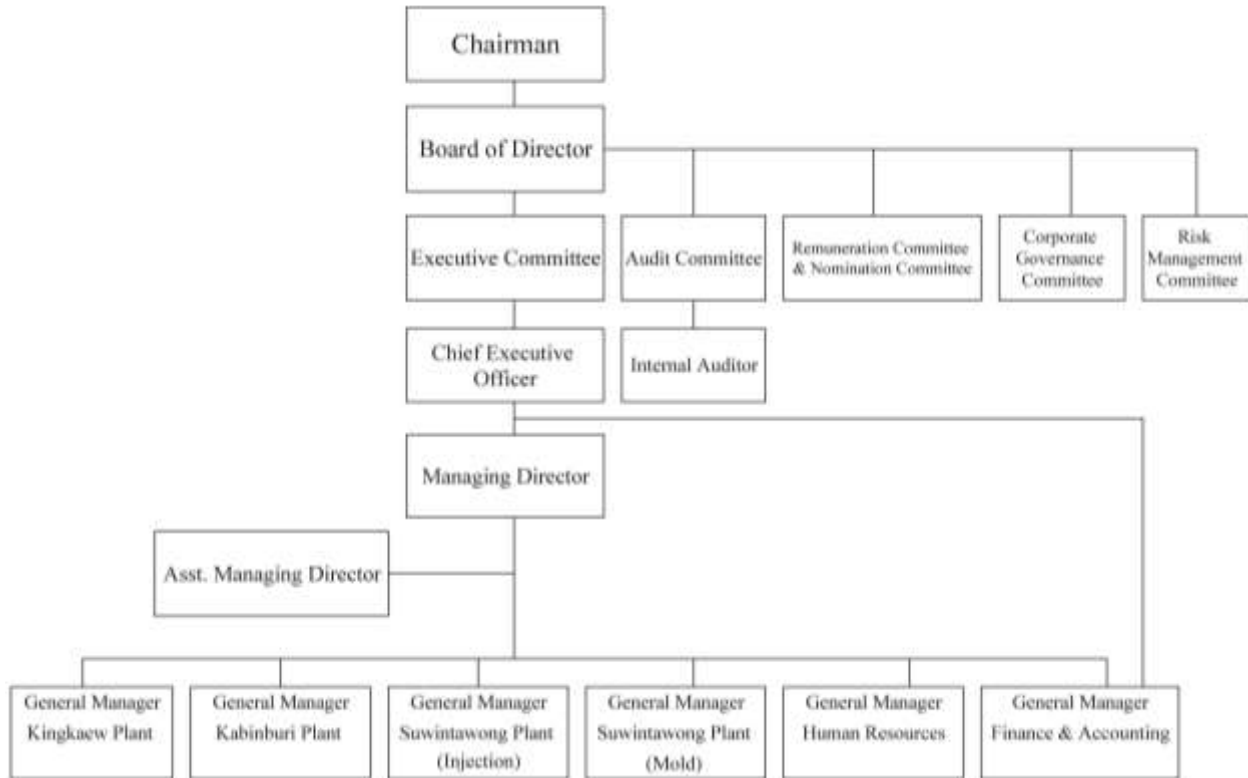
Except in some of the principles that the company has different usage. Details of these are as follows:

Guideline CG	Explanation
Independent directors hold office for not more than 9 years.	The Company has an opinion in accordance with the recommendations of the Nominating Committee as follows: Throughout the term of each independent director has given independent opinions and gave suggestions that are beneficial to the Company. The Company is confident that the independent directors are qualified and able to freely express their opinions.
There are more than 50 % of company's independent board of directors	The Company has 13 directors, 5 independent directors or 38.46%. Board of Directors commented that during the Independent Directors term, they give opinions freely and suggestions which are advantage for the company.
Board of Directors should have an independent director who is a woman at least 1 person.	The Company has a policy to consider diversity in the structure of the Board of Directors both professional skills, expertise and gender. Currently, the Board of Directors has 13 members, comprising 12 male directors and 1 female director. However, if the Company has the opportunity to recruit more independent directors, the Company is ready to adopt guidelines for good corporate governance.
The Nomination Committee consists of All Independent Directors	The Nomination Committee consists of 5 directors, 3 independent directors. Two of the Board of Directors can freely express their opinions regarding the Nomination Committee as appropriate.

7 Corporate Governance Structure and Significant Information Related to the Board of Directors, Subcommittees, Executives, Employees and Others.

7.1 Corporate Governance Structure

Organization Chart as of January 31, 2021



Board of Directors and Executives perform duties for the benefit of the Company and shareholders which has a clear, balanced and verifiable management structure. The Board of Directors has monitored and supervised the management to operate in accordance with the Company's policies, plans and strategies including clearly segregation of roles and responsibilities between the Board of Directors and the Management. The Board of Directors appoints 5 sub-committees to help screen important tasks and has a Managing Director as the top Executive.

7.2 Information about the Board of Directors

• Company Policy the variety of the Board of Directors

The Board are aware of the diversity which is the key factor in increasing the efficiency of decision making and the work of the Board of Directors. Diversity is not only about the gender but also to the age, education background, professional experience skills and knowledge.

Appointment and recruitment of company's directors shall be based on their knowledge which take into account the selection of criteria and the benefits of diversity including gender variety.

7.2.1 Composition of the Board of Directors

Composition of the Board of Directors according to the Company's Articles of Association, there must be no less than 5 directors, of which not less than half of the directors must reside in Thailand. At present, there are 13 directors of the Company and 1 of them is a female director. The proportions of the directors are as follows:

■ Directors who are in the Executive Director	4 pax (30.77%)
■ Directors who are not in the Executive Director	9 pax (69.23%)
Have Independent Directors	5 pax (38.46%)

7.2.2 Board of Directors' information

- **Authorized Directors**

The authorized directors, whose signatures are required in business operation, comprised of Mr. Sumate Techakraisri to jointly-sign with Mrs.Yupa Techakraisri or Mr.Chumpol Techakraisri or Mr.Phreecha Tachakraisri. Two signatures together with the Company's logo stamp are required for juristic transactions binding upon the Company.

- **The Board of Directors is diverse.**

The committee consists of persons who have knowledge, abilities and a wide range of skills and expertise in line with the company's business strategy (Details of directors appear in Attachment 1)

7.2.3 Information related to the roles and duties of the Board of Directors

1. The Board of Directors hold the duties & responsibilities in accordance with regulations stated in civil and commercial laws, including any regulations stated in listed companies.
2. The Board of Directors hold the duties & responsibilities in accordance with the Company's articles of association.
3. To monitor and regulate the Company's principal policies on operations, corporate finance, fund-raising, capital risk, benefit risk, and risk management.
4. To consider for the approval of investment amount and to monitor the Company's operations in pursuant to the plans
5. Set strategy for the business goal and projection plan.
6. To operate under laws, objectives and articles of association of the Company, resolution from the Shareholders Meeting and Statements in the prospects of the Company.
7. Review policy corporate governance and provide for the administration of corporate governance principles.
8. Ensure avoidance of conflicts of interest amongst the Company's stakeholders.
9. Approval, assign an or several individuals as the Executive Director(s) to act on behalf of the Board of Directors.
10. Approval of company's annual and capital expenditures, budgets, budget costs, manufacturing, selling and administrative expenses for the year, sales of fixed assets between affiliates (market) value of more than 1 million Baht.

Followings are exceptional issues that should be raised to and required for approval from the Shareholders Meeting. Moreover, no votes should be made by directors, who may have conflicts of interest with the company or its subsidiaries.

1. Legal issues that require resolution from the Shareholders Meeting
2. Issues regarding the Directors interests that require resolution from the Shareholders Meeting, according to regulations of the Stock Exchange of Thailand and laws.

3. Besides, followings are issues that require approvals from the Board of Directors Meeting and Shareholders Meeting with the votes of no less than $\frac{3}{4}$ or 75% of the total votes from total number of shareholders attended.

3.1 The sales or transference of all or parts of the Company's business to outsiders

3.2 The acquisition of other public or private companies

3.3 The agreement, amendment or termination of contracts relating with the rental, a whole business or some significant parts of business of the Company; assigning outsiders to oversee and manage the business or the merger with purpose of sharing profits and losses

3.4 Capitalization of the Company's debts by issuing new common shares for the creditors.

3.5 Decrease of the company's registered capital by the amounts of shares or par value.

3.6 Increase or decrease of the Company's registered Capital, bond or debenture issuance, merger or wind up of business.

3.7 Any other law related issues.

Chairman of the Board is not the same person as the Managing Director and has the clearly separated roles and responsibilities as follows:

The duties of the Chairman of the Board: Serves as the chairman of the meeting of Board of Directors who set important policies, plans and strategies for the management to implement. All Company Directors are free to propose an agenda, express opinions on the Company's operations in various fields, including careful consideration of matters that may cause conflicts of interest in order to make things be accurate, transparent and can be examined and disclosed the duties of the Chairman of the Board of Directors in the good corporate governance policy.

The duties of executive chairman: as follows

1. Management and control in the Company's businesses to comply with its objectives, policy and the Articles of Association.
2. Ensure that high-level executives and personnel in various departments perform their duties and operate efficiently Efficiency and effectiveness as well as to push for continuous development of the organization and personnel, including and maintain a good image of the organization
3. Has the power to approve operating expenses and other expenses according to the manual "Authority"
4. Consider the selection of persons to be senior management positions. Propose to the Nomination Committee for submission to the Board of Directors.
5. Perform any tasks as assigned by the Board of Directors.

The duties of managing director: as follows

1. To monitor and control on general operations and promote the qualitative management.
2. To follow up and evaluate the operational performance according to the Company's plan
3. To be the leader in the review of qualitative management.

The Managing Director must follow the regulations and limits assigned above from the Board of Directors and/or Executive Director. Any other issues besides the mentioned duties and responsibilities shall be authorized by the Board of Directors or Executive Directors.

7.3 Information on subcommittees

Board of Directors has appointed a sub-committee To assist in the governance of the company The powers and duties are clearly defined. The Board of Directors has appointed 5 sub-committees as follows:

1. Executive Directors Committee
2. Audit Committee
3. Remuneration Committee and Nomination Committee
4. Corporate Governance Committee
5. Risk Management Committee

1. Executive Directors Committee

The Executive Directors Committee has 4 members as follows:

Name -Surname		Position
1. Mr. Sumate	Techakraisri	Chairman
2. Mr. Phreecha	Tachakraisri	Director
3. Mr. Chumpol	Techakraisri	Director
4. Mr. Kowate	Limtrakul	Director

The duties & responsibilities

1. To make decision on the Company's significant operations such as to limit and regulate the Company's objectives, dimension of missions, policies; to monitor the overall operations including products and customers relationship all of which should be done within the Company's plan and budget set by the Board of Directors.

2. To consider and give approval on procurement, investment and sales & purchase of the Company's fixed assets. Proposal to the Board of Directors is needed in the case of procurement, investment and sales & purchase of the Company's fixed asset is not in plan or budget assigned.

3. To be the representative of the Company to agree upon with outsiders on any related issues that are beneficial to the Company's business.

4. To propose to the Board of Directors the issue on fund raising.

5. To authorize any consultancies that are necessary to business operations.

6. To manage the general operations of the Company.

7. To consider and authorize any duties and plans of each department together with considering the approval on each department requests that are beyond the department's decision authority

8. To propose and ask for approval from the Executive Directors if the operations according to the Company's plan exceeds 10% of the proposed budget.

9. Set the guidelines for evaluating the performance of the Managing Director. And the remuneration of the Managing Director.

The Executive Directors must follow the regulations and limits assigned above and shall not approve any transactions that self or other will have benefits over the Company or approve any transactions that will create a loss to the Company. All approvals must be reported to Board of Directors. Any other limits that do not include in the above, the authority from the Board of Directors is needed.

2. Audit Committee

The Company's Audit Committee has qualifications as required by the Securities and Exchange Act which consist of knowledge of accounting and finance. There are 3 members of the Audit Committee and they are all independent directors as follows:

Name -Surname		Position
1. Mr. Pairuch	Sahamethapat	Chairman
2. Mr. Paotep	Chotinuchit	Director
3. Mr. Virasak	Sutanthavibul	Director

The secretary to the audit committee is Mr.Chumpol Techakraisri

The duties & responsibilities

1. To examine and ensure that the Company's financial reports were correct, complete and sufficiently disclosed. This was to do with the cooperation from the external auditor and the management, who were responsible for providing quarterly and annually financial reports.
2. To examine and ensure that the Company operated the proper and effective internal control system and internal audit. This was to do with cooperation from both external and internal auditors.
3. To examine and ensure that the Company's operations were conducted in accordance with the regulations of the Stock Exchange of Thailand (SET) or any regulations related with the Company's business.
4. To recruit, assign and termination the Company's internal auditor and external auditor together with his/her remunerations through the consideration of creditability, sufficiency of resources, quantity of auditing works of the particular audit office and the experience of the individual assigned for the Company's auditing.
5. To examine and ensure that the Company's related transactions or any issues that might incur conflict of interests to be clearly and completely revealed.
6. Perform any other tasks as assigned by the Board of Directors. with the approval of the Audit Committee, such as reviewing financial and risk management policies Review management's compliance with the Code of Conduct Review with company executives on key reports. which must be presented to the public as required by law, such as reports and analysis of the management, etc.
7. To provide report on activities of Audit Committee and reveal the report in the Company's annual report. The report should attach the signature of the Chairman of Audit Committee and contain the following information:
 - 7.1 point of view on process of report composition and disclosure in the Company's financial reports with consideration on correctness, completeness and reliability
 - 7.2 point of view on sufficiency of internal control system of the Company
 - 7.3 reasons to support whether The Company's auditor is appropriate to be assigned for another term
 - 7.4 point of view on the Company's operations whether they were conducted in accordance with the regulations of the Stock Exchange of Thailand (SET) or any regulations related with the Company's business
 - 7.5 other reports that deemed appropriate to publicize according to duties and responsibilities assigned from the Board of Directors
 - 7.6 Report on the performance of the Audit Committee, the Board of Directors acknowledged every quarter

3. Remuneration Committee and Nomination Committee

To comply with the principles of good corporate governance and good practice for directors of listed companies of the Stock Exchange of Thailand. The Board of Directors has appointed the Remuneration Committee and the Nomination Committee with an independent director as the chairman to perform the duty of nominating qualified candidates for the position of the Company's director and is responsible for determining the remuneration of directors and executives of the Company. There are five Committee members and three members are independent directors as follows:

Name -Surname		Position
1. Mr. Paotep	Chotinuchit	Chairman (Independent)
2. Mr. Pairuch	Sahamethapat	Director (Independent)
3. Dr. Kosol	Surakomol	Director (Independent)
4. Mr. Sumate	Techakraisri	Director
5. Mr. Kumpee	Chongthurakit	Director

The secretary to the remuneration committee and nomination committee is Mr.Chumpol Techakraisri

Policy of Remuneration Determination

Determination of the directors' remuneration, the company will take into account the suitability of the obligations, assigned responsibility and comparable with companies listed on the Stock Exchange of Thailand in the industry and businesses of similar size. The remuneration of directors is enough to motivate quality directors with capability to perform duties to achieve goals and the company's business direction by the transparent determination process. The remuneration of the Board of Directors includes monthly remuneration and annual bonus.

The duties & responsibilities of Remuneration Committee

1. To consider and determine the standard procedure for the company's directors' remuneration
2. To consider the remuneration of directors and propose to the company's board of directors and put as an agenda during the shareholder meeting.
3. To consider and propose the remuneration of CEO during the Directors' meeting for consideration and approval.
4. To be responsible in the job assigned by the Board of Directors.

Policy in Nomination

The nomination of Directors the company has to consider the qualification, ability, experience, good work history and the leadership having broad vision along with virtue and morality including good attitude to the organization, able to dedicate sufficient time which is essential to the company's activities with transparent procedures.

The duties & responsibilities of Nomination Committee

1. To determine the qualification of the candidates for Independent & Director and Sub-committee.
2. Nomination and recommendation of persons who are qualified for the position of independent directors. Company Directors To the Board of Directors to propose to the shareholders' meeting for approval.
3. To propose successor CEO, together with the President. for presentation to Board of Director approval

4. Consider successor Managing director. presented by the president for presentation to the board of director approved the company

5. Consider the appropriateness of the Board of Directors. To be presented to the conference board approval

6. To be responsible in the job assigned by the Board of Directors.

4. Corporate Governance Committee

The Board of Directors attaches great importance to good corporate governance. Therefore, the Corporate Governance Committee was appointed to help promote and moderate Operations on Corporate Governance and Management Excellence under the principles of good corporate governance, focus on creating maximum benefits for shareholders by taking into account the overall stakeholders, have integrity in business, be transparent and auditable and further follow up on social, community and environmental responsibility so that the Good Corporate Governance Committee can complete and more effective care of stakeholders. The Corporate Governance Committee consist of total 5 directors and 3 are independent directors as follows:

Name -Surname		Position
1. Mr. Paotep	Chotinuchit	Chairman (Independent)
2. Mr. Pairuch	Sahamethapat	Director (Independent)
3. Dr. Kosol	Surakomol	Director (Independent)
4. Mr. Sumate	Techakraisri	Director
5. Mr. Kumpee	Chongthurakit	Director

The secretary to the Corporate Governance Committee is Mr. Chumpol Techakraisri

The duties & responsibilities

1. Rules and Regulations and best practices of effective corporate governance processes appropriately.
2. Propose and practice good corporate governance to the Board of Directors of the company.
3. Follow up new announcements involved and to determine the appropriate improvements.
4. To review and consider the practice and principles of corporate governance that are appropriate to the business.
5. Propose Code of Conduct regulations in business ethics for the management and staffs to practice.

5. Risk Management Committee

Board of Directors Appoint the Risk Management Committee Consists of company directors and 8 senior executives. The Chairman of the Risk Committee is an independent director as follows:

Name -Surname		Position
1. Dr. Kosol	Surakomol	Chairman (Independent)
2. Mr. Phreecha	Tachakraisri	Director
3. Mr. Chumpol	Techakraisri	Director
4. Mr. Kowate	Limtrakul	Director
5. Miss. Nual-anong	Sukhanaphorn	Director
6. Mr. Viroon	Powlinjong	Director
7. Mr. Pitsanu	Vilawanjit	Director
8. Mr. Boonthiwa	Inchata	Director

The secretary to the Risk Management Committee is Miss. Pornthip Puangsab

The duties & responsibilities

1. To study, review and evaluate the risks that may occur which may affect the company.
2. To set a risk management policy and propose to the Board of Directors.
3. To formulate strategies to meet the risk management policy and strategic direction of the company.
4. To review the adequacy of the risk management policy and to assess with continuous control and monitoring of the system.
5. To seek and push the support, cooperation and to monitor the set policy in order to mitigate or eliminate the risk according to the set target.
6. To continue develop the risk management, monitor regularly throughout the company in consistent with the international standard.
7. To analyze the damage which may occur in a systematic way both normal or abnormal to ensure that the survey has covered all stages of the risk in doing business and report to the Board of Directors.

7.4 Information about the management

7.4.1 The Management as of December 31, 2021 are as follows

Name-Surname		Position
1. Mr. Sumate	Techakraisri	Chief Executive Director
2. Mr. Kowate	Limtrakul	Managing Director
3. Mr. chumpol	Techakraisri	Asst. Managing Director
4. Miss. Nual-anong	Sukhanaphorn	General Manager Accounting & Financial
5. Mr.Pitsanu	Vilawanjit	General Manager Kingkaew Plant
6. Mr.Dumrong	Channarong	General Manager Kabinburi Plant
7. Mr.Boonthiwa	Inchata	General Manager (Inj.) Suwintawong Plant
8. Mr.Ruchira	Srisamai	General Manager (Mold) Suwintawong Plant
9. Mr Prinya	Kaeoluan	Senior Accounting & Financial Manger

Remark: No. 3-8 is the 4th level executive management according to the definition of the SEC.

The duties & responsibilities of Managing Directors

1. To monitor and control on general operations and promote the qualitative management.
2. To follow up and evaluate the operational performance according to the Company's plan.
3. To be the leader in the review of qualitative management.

The Managing Directors must follow the regulations and limits assigned above from the Board of Directors and/or Executive Directors. Any other issues besides the mentioned duties and responsibilities shall be authorized by the Board of Directors or Executive Directors.

7.4.2 Policy Remuneration for Director and Executive

The Company has established a policy on remuneration for executive directors and executives with regard to fairness and suitability according to the job duties and responsibilities and in accordance with the Company's performance, economic conditions and consider comparing with the remuneration rates of other companies in the same industry or close to the Company.

7.4.3 Remuneration for Director and Executive

(A) Remuneration for Director

For the year 2021, the Remuneration Committee considered the directors' remuneration and presented them to the Board of Directors for consideration and to the Annual General Meeting of Shareholders for approval.

Board of Directors has presented the policy as well as the rules regarding the determination of directors' remuneration and directors' remuneration for shareholders to consider. The shareholders' meeting resolved to approve the remuneration of the Company's directors. and sub-committees totaling 2,919,000 baht, no other benefits and refrain from paying returns on performance (bonus).

(B) Remuneration for Executive

The company has policy considered a fair and reasonable compensation of the executives based of their job duties, operating results and economic conditions and is in line with other companies the same industry.

The compensation of CEO and management team is based on individual and corporate's performance result, which the target is aligned with company's vision, mission and strategy. The compensation shall motivate CEO and management to build company to grow sustainably. Details are as follows:

1. **Remuneration of the Chief Executive Officer (CEO):** Board of Directors requested the Remuneration Committee shall assess and evaluate the Chief Executive Officer's performance annually and the salary shall be based on the assessment result . For year 2021, the salary remuneration is equal to Baht 2.22 million/year with no other benefits.
2. **Remuneration of the Management of the company:** The committee defines the scope of work of directors and executives according to the company's policy and the evaluation and performance of the directors and executives. CEO determine the remuneration of directors and executives including salary, bonuses and other benefits such as provident fund. Compensation shall be determined by taking into account the reference base of peer companies as well as business expansion and profit growth.
3. **Long-term compensation:** The Company has established a long-term compensation policy to motivate employees to work in order to achieve the long-term goals of the organization including maintaining important executive positions such as CEO, Managing Director, General Manager, etc.
Define cash compensation that are related to long-term KPI (over 1 year) and compensation payouts may be recalled or canceled in the event of an offense or termination of employment

The remuneration to management in 2021 is 21,684,135.08 baht. Include Salary, bonus, provident fund And other returns.

7.5 Information about employees

- **Employees Total:** As at 31 December 2021, the Company's total numbers of employees (excluding the outsource) are as follows:

Department	Total Numbers of employees		
	2021	2020	2019
1. Back Offiec	139	147	150
2. Factories	909	911	995
Total	1,048	1,058	1,145

- **Employees by department:** are as follows:

Department	employees		
	2021	2020	2019
1. Production	637	639	676
2. Engineer & Research	31	35	38
3. Quality, Planning and Maintenance	151	148	186
4. Purchase & Delivery	44	46	47
5. Raw Material & warehouse	84	82	86
6. Human Resource & Administration	28	31	34
7. Sale & Marketing	11	11	12
8. Accounting & Financial / Information Technology	17	19	20
9. Management & Operation	45	47	46
Total	1,048	1,058	1,145

Remark: In 2021, The company has no labor dispute.

- **Employee Remuneration**

The company's compensation policy for executives and employees shall be based on their qualification, competence, and work experience. Minimum salary and wages shall be according to the government policy including other benefits such as bonus, provident fund, medical compensation, annual health checkup, uniform, transportation service, career promotion and continuously development program.

In this regard, the Company requires performance evaluation by Key Performance Indicator (KPI) to be used as a tool for determining actual performance compared to the set goals

The total employees remuneration for year 2021 amounted to Baht 283,681,327.43 increase than that of 2020 by Kyat 16,059,099.88 and other benefits is provident fund for Employee Baht 4,119,756.90

- **Human Resource Development Policy**

The Company recognized the importance of employees development not less than the quality of raw materials or production process. With the belief that the quality of products not only comes from good raw materials but quality labor directly and indirectly included into the production process.

The Company recognized the importance of human resources since the beginning of the recruitment process. The Company recruited and hired employees based on their knowledge and skills. The Company also provides a safety working environment and training both internally and externally as well as overseas training to the employees. As indirect development of employees, the Company also set up the policy on recruitment of foreigners as a consultant to help increase the employees proficiency and competency to be up to the international standards.

The Company developed the human resource of organization in term of in house training eg. Make up class room, on the job training, coaching or counseling, building simulation of safety, TPS, ERP, ISO9001: 2015 Quality Management System for Automotive Industry, ATF16949:2016, Environment Management Standard ISO 14001:2005 and training the standards for the labor skills.

In 2021 the company has conducted training to increase / develop employees knowledge, abilities in all categories. According to the employee details as follows.

Category	Training hour in for each category				
	Senior executives	Executive	Supervisor	Employee	Total
1. Management	18	---	---	---	18
2. Quality	132	684	228	1,080	2,124
3. Safety, Occupational health and environment in the workplace, Environment, Energy Conservation	42	---	---	---	804
4. Professional Performance	12	18	---	30	60

7.6 Other Important Information

7.6.1 List of persons assigned

- **Corporate Secretary**

The company entrusted Mr. Chumpol Techakraisri as the corporate secretary (Resume of Company Secretary, qualifications, working experience is shown on Appendix 1) and the professional Legal Advisory to providing legal matters and advice to the Board and the Management about the rules and regulation that the board has to know. To oversee the activities of the board along with the coordination on the compliance on the resolved matters of the company. Below are the responsibilities and duties of the corporate secretary.

Scope of Responsibilities

1. To Supervise and advice on corporate governance of the Board of Directors.
2. To Organize and facilitate board of directors and sub- committee meetings.
3. To Organize the annual general meeting of shareholders, and record and publish the related minutes
4. To keep Stakeholders reports informed by directors or executive, and other important documents such as Registration of the Company's Directors, appointment notices of and minutes of the Meeting of the Board of Directors, the Company's Annual Report, including appointment notices of and minutes of the Meeting of the Shareholders.
5. To Monitor and ensure that the Board is in compliance with all related laws and regulations.
6. To communicate with general shareholders to ensure that they are informed of their rights and the Company's news
7. To take care of other matters Related to the board of directors, management team and shareholders.
8. To carry out any other matters as prescribed by law or assigned by the Board of Directors or as prescribed by notification of The Securities and Exchange Commission.

- **Chief Accounting & Financial and Head of Compliance Control (Compliance)**

The Company has assigned Miss Nual-anong Sukhanaphorn, GM Finance and Accounting, to be directly responsible in controlling and monitoring. Please see information in Attachment 3.

- **Head of Internal Audit**

The Company has assigned Miss Malee Khammom, the position of Internal Audit Assistant Manager, to be Head of Internal Audit of the Company and work with Wynn Alliance Co., Ltd., which has been appointed by the Audit Committee to be the Company's internal auditor and report directly to the Audit Committee.

7.6.2 Investor Relations

The Company has assigned Mr. Chumpol Techakraisri, Assistant Managing Director to communicate with the institutional investors, shareholders, analysts and related government sectors. Additionally the company has the good intention to provide the opportunity to the analysts and retail investors to know the movement and performance of the company consistently.

Contact Investor Relations

T.krungthai Industries public co., Ltd.
23 Soi Chan 43 Yak 21, Tungwatdon,
Sathorn, Bangkok 10120
Tel.: 02-211-3732 Ext. 104
E-Mail: investor@tkrungthai.com

The Company has participated in the activities of listed companies to meet investors (Opportunity Day) of the Stock Exchange of Thailand.

In 2021, the company participated in the activities "Listed companies meet investors (Opp Day)" 3 times to present operating results and update various information to communicate to investors and minority shareholders.

7.6.3 Auditor

In 2021, The Company's auditor is Mr. Komin Linphrachaya, Certified Public Accountant No. 3675 from Karin Audit Company Limited. The auditor's fees paid by the Company are as follows:

- Audit fee: Year ended December 31, 2021

List	The payer company	Auditors	Audit Fee
1	T. Krungthai Industries Public Company Limited.	Karin Audit Company Limited.	1,030,000.00
Total Audit fee			1,030,000.00

- Non-Audit Fee

-None

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the Board of Directors in the past year

The Company operates its business under supervision and monitoring by the Board of Directors which is committed to conducting business with fairness and responsibility to all stakeholders.

In 2021, the Board of Directors has played an important role in formulating policies and strategies that lead to increasing competitiveness, creating corporate culture and values, supervision to have an appropriate and sufficient internal control system as well as supervising and monitoring risk management to reduce potential impacts on the organization and adjusting methods to follow up work in the epidemic situation of COVID-19 through online meetings (ZOOM) and promoting the development of training for directors, management and staffs.

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

➤ Nomination and Appointment of the Directors

● Criteria for nomination of directors:

Board of Directors has assigned the Nomination Committee to take responsibility of recruiting new directors or a director to replace a resigned director by considering the nature of business operation and the Company's strategy to determine the qualifications of the directors to be nominated to be appropriate and in line with the Company's business strategy and consider the diversity policy in the structure of the Board of Directors both in terms of professional skills, specialization, knowledge, competence, gender, including compliance with the requirements of the Securities Act Securities and Exchange Commission Stock Exchange of Thailand to select the suitable and helpful persons to be the Company's directors

● Criteria for selecting the Audit Committee/Independent Director

The Nomination Committee has a policy to select the Audit Committee/Independent Directors in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), which composes of at least 3 independent directors.

Definition of Independent Director

(1) Hold no more than 0.5% of total voting stocks of TKT, its parent company, its subsidiaries and its associated companies, related juristic entity with conflicts including stocks held by related persons.

* The company has established stricter criteria than the announcement made by The Capital Market Commission in which they can hold a share of not more than 1 percent.

(2) Not a Board member or in the management team of the company / employee / wages / consultant who gets regular salary / has the authority to manage and direct the company , parent company , its subsidiaries, and its associated companies or related juristic entity with conflicts (present and for the past 2 years before the appointment)

(3) Not related by blood or legal registration such as parents, spouse, brothers, sisters and children including the directors' children spouses, main shareholders, power to control and juristic entity who is entity who is appointed to manage the company or its subsidiaries.

(4) No business relationship with TKT , parent company, its subsidiaries and its associated companies, or related juristic entity in order to have freedom in exercising the rights to express their ideas and opinions on the company performance

(5) Is not appointed as a representative of the company's director, major shareholders or shareholders who are related to the major shareholders of the company.

(6) No other impediments or impairments to express independent opinions concerning the operations of the company.

(7) If qualified for the item 1-6, the independent director may be assigned by the Board of Directors to make decisions relating to business operations of the company, the company's major shareholder, a subsidiary an associate a subsidiary of the same tier or any juristic person with a conflict of interests, on the basis of collective decision.

- Recruiting process

The Nomination Committee will consider recruiting to serve as directors from various sources as follows:

1. Shareholders who hold shares of not less than 5 % with voting rights are entitled to cast their votes.
2. Database of Directors of the Institute of Directors of Thailand.
3. Consulting outside firm.
4. The Board of Directors recommend.

The Nomination Committee Considers that appropriate Therefore, the Board of Directors. The approval and be appointed as Directors to the AGM. By Following the regulations of the company.

- Methods of election of director

At every annual general meeting of shareholders at least one-third of the directors must retire in proportion. In which case One-third of the directors shall retire from office if the number of directors cannot be divided exactly into three parts. It shall be issued by the number closest to one-third. The shareholders' meeting shall elect directors in accordance with the rules and procedures as follows:

1. Each shareholder has the voting right of one share per one vote.

2. The election of the Board of Directors may be done for one or more directors at a time at the discretion of the Company's shareholders' meeting. Nevertheless, for each shareholders' resolution, all shareholder's votes shall be given to a particular candidate or group of candidates. Each shareholder's votes cannot be divided for each candidate or group of candidates.

3. In voting for the director election, the Company allows Shareholders to use ballot to elect directors individually. In this regard, the Shareholders are required to cast all their votes to elect persons nominated as directors one by one.

4. Persons who receive the highest votes arranged in order from highest to lowest in a number equal to that of directors are to be appointed and or elected as directors of the company. In the event of a tie at a lower place, which would make the number of directors greater than that required the Chairman shall cast his vote to be considered as final

In the case where the position of a committee member is vacant for reasons other than the expiration of the term, the Committee shall select a person who has the qualifications and does not have any prohibited characteristics according to the Public Company Limited Act to replace it at the next Board meeting unless the remaining term of the director is less than two months. The person replacing the board member under this paragraph

can hold office only for the remaining term of the member he replaces and the resolution of the committee must consist of votes of not less than three-fourths of the number of the remaining members.

In 2021, the Annual General Meeting of Shareholders approved the appointment of 4 directors, of which 2 are independent directors, namely Mr. Paothep Chotinuchit, Mr. Weerasak. Sutanthaviboon and 2 Company Directors, namely Mr. Sumate Techakraisri and Mr. Chumpol Techakraisri, who have been carefully screened by the Nomination Committee and approved by the Board of Directors that they have the appropriate qualifications and throughout their tenure as the directors, they have devoted their time to perform their duties fully and effectively as well as expressed opinions freely and helpfully for the company

➤ **Orientation of New Director**

The company has a rule to have new director's orientation along with the all the directors to explain the scope of our business. The secretary of the Board of Directors has to prepare all the necessary documents, besides, the new director will be introduced and visit the 3 plants including the Head office for them to understand more about the scope of our business.

➤ **Nomination and Appointment of the Management**

Board of Directors assign to the Executive Committee to take responsible for recruiting a new executive or an executive to replace a resigned executive by considering his knowledge, the ability of the business that the company operates as well as honesty, integrity, and experience in the automotive industry in order to present to the Board of Directors for approval

➤ **Succession Plan**

Board of Directors set the management to have a succession plan for the company's executive position to serve for continuity in the management of the company's business by preparing an assessment plan to assess knowledge, abilities, weaknesses, strengths, readiness of executives to find qualified candidates to join the individual development programs for the replacement of retired executive and support the expansion of the company's business

➤ **Development of Directors and the Management**

The Company recognizes the importance of knowledge development. Board of Directors' Capabilities Therefore, promote and facilitate directors to attend training courses related to the roles and duties of directors organized by the Thai Institute of Directors Association (IOD). Has passed the initial director training course Director Accreditation Program (DAP) or Training course Director Certification Program (DCP) with IOD of 13 out of the total 13 directors representing 100 percent and encouraged executives to receive training in various knowledge. related to the performance of executive duties including training and seminars that are beneficial to the organization.

In addition, the company has provided training from various independent organizations. to enhance knowledge Improve operations regularly and continuously.

In year 2021, Director of the company and Executive, Management had attended the as following:

Name-Surname	Position	Topic	Training Agency
1. Mr. Kowate Limtrakul	-Director -Executive Director -Managing Director	Understanding, Applying and Coaching for Manuals: AIAG&VDA FMEA 1 (Process FMEA)	QUALITY PARTNER CO., LTD.
2. Mr. Phreecha Tachakrasri	-Director -Executive Director	Light Weight Metals and Composite Materials for Next Generation Car	Thailand Automotive Institute
3. Miss. Nual-anong	-General Manager Financial & Accounting	CFO Refresher Course 2/2021: Prepare for Economic Factors Finance and Accounting Issues	The Stock Exchange of
		- Summary of significant topics of TFRS for PAEs required to deploy and changes in 2021	The Stock Exchange of
		Hands-on training of data science courses to learn skills for developing data analysis tasks	Electrical and Electronics Institute.
		Tax Law Review and Accounting Standards that are important to the audit of the tax auditor for accurate management	PUM 52 TRAINING TAX CO., LTD.
4. Mr. Pitsanu Vilawanjit	-General Manager Kingkaew plant	Understanding, Applying and Coaching for Manuals: AIAG&VDA FMEA 1 (Process FMEA)	QUALITY PARTNER CO., LTD
5. Mr. Boonthiwa Inchata	-General Manager Suwintawong plant	Understanding, Applying and Coaching for Manuals: AIAG&VDA FMEA 1 (Process FMEA)	QUALITY PARTNER CO., LTD
6. Mr. Dumrong Channarong	-General Manager Kabinburi plant	Understanding, Applying and Coaching for Manuals: AIAG&VDA FMEA 1 (Process FMEA)	QUALITY PARTNER CO., LTD

➤ Evaluation of Duty Performance of the Board of Directors and Executives.

• Board of Directors and Sub-committee Assessment

The Board of Directors sets an annual performance assessment of the company directors to review the performance and governance for adequate and effective determination and/or improvement. By evaluating three types: (1) self-evaluation of the Board (2) assessment of individual (3) evaluation committees. The forms have been developed from the example assessment form from the Stock Exchange of Thailand to be appropriate and consistent with the characteristics of the Board.

Criteria assessment: The company uses the scoring criteria to measure the level as follows::

Level	Need to improve	Fair	Standard	Good	Very good
Score (%)	50 - 59	60 - 69	70-79	80-89	90-100

Assessment process steps: The process of assessment is conducted by company secretary who encloses the form into an envelope and delivers to each director. The individual assessments are done by the directors randomly, selecting the form from the box and performing the assessment. After completion, they are handed back over to the company secretary

In 2021, the performance evaluation of each committee was conducted as follows:

1. The Board self-assessment included six main areas and the average score was at a very good level of 95%.

The details as follows:

No.	Topic	Result (%)
1	Structure and Qualifications of Director	95
2	Responsibilities and Duties of Director	93
3	Directors Meeting	97
4	Work Performance of Director	96
5	Relationship towards management division	95
6	Self improvement of director and management	93
Average percentage		95

2. The individual assessment included 3 main areas (1) Structure and Qualifications of Director (2)

Responsibilities and Duties of Director (3) Directors Meeting and the average scores is at a very good level. The details are as follows:

No.	Sub Committee	Average Result (%)
1	Audit Committee	97
2	Corporate Governance Committee	97
3	Remuneration and Nomination Committee	95
4	Risk Management Committee	96

Evaluation of individual directors, the Company conducts an annual assessment for the year 2021 and as the result of the epidemic of COVID-19 the Company's directors must change the method of monitoring the Company's performance to be the online meeting (ZOOM), therefore directors cannot come to the head office to conduct individual directors' assessment because of the assessment method, Directors must be randomly selected for self-assessment. In 2020, the overall average score for individual directors is 95% at a very good level.

Summary of assessment results for the year 2020 The Board of Directors and Sub-committee There are complete and effective duties.

- **Assessment of CEO**

The company gives importance in assessing the working performance of the CEO and the purpose of this assessment is to improve the working performance in many ways such as planning strategy , leadership, financial , management of the company, planning to replace the resigning staffs, human resource, communication and good relationship among the Board of Directors by having assessment form from the SET to be check for improvement as per our company's requirement

- **Assessment of Managing Director Performance**

There is a regulation from the Board of Directors to assess and evaluate the Managing Director performance annually as per the rules set by the Board of Directors for the success of the administration and approve appropriate salary for the Managing Director.

8.1.2 Meeting attendance and remuneration payment to each Board member

• Board of Directors Meeting

The Board of Directors requires that the meeting shall be held not less than 6 meetings per year, with the meeting dates set in advance for the whole year.

Chairman of Directors and Managing Director act together in considering the agenda of the Board of Directors' meetings by giving each director the opportunity to propose various matters to be considered as an agenda of the meeting. In addition, the executives involving in important agendas may be assigned to attend the Board of Directors' meetings in order to provide additional necessary information.

Chairman of Directors assigns the company secretary to prepare and deliver the complete and sufficient documents supporting the meeting to the directors at least 7 days in advance so that the directors have enough time to study the information before attending the meeting.

At the Board of Directors' meeting Directors discuss and express their opinions openly. The chairman of the board is the one who collects opinions and conclusions from the meeting. And while voting, there must be no less than two-thirds of the total number of directors and the minutes of the meeting are taken by the company secretary.

In 2021, there were 7 meetings of the Board of Directors, the proportion of meeting attendance of the entire Board of Directors was 100%, and the Board of Directors encouraged the meeting of non-executive directors 1 time on the 18th December 2021, which the meeting was going independently and without the participation of management in order to discuss business issues including improvements and developments in various aspects of the company. However director attended the meeting as follows:

Details of attendants in Board of Directors Meeting in years 2021					
No	Name-Surname	Position	Training	Attendance	%
1	Gen Terdask Marrrome	Chairman/ Independent Director	DAP 10/2004	7/7	100
2	Mr. Pairuch Sahamethapat	Chairman of Audit Committee/ Independent Director/ Director/ Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	DCP 10/2008	7/7	100
3	Mr. Paotep Chotinuchit	Chairman of Remuneration Committee and Nomination Committee/ Chairman of Corporate Governance Committee/ Independent Director/ Audit Committee/ Director	DAP 11/2004	7/7	100
4	Dr. Kosol Surakomol	Chairman of Risk Management Committee/ Independent Director/ Director/ Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	DCP 137/2010	7/7	100
5	Mr. Virasak Sutanthavibul	Independent Director/ Audit Committee /Director	DAP 21/2004	7/7	100
6	Mr. Sumate Techakraisri	CEO/ Director/ Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	DCP 137/2010	7/7	100

Details of attendants in Board of Directors Meeting in years 2021					
No	Name-Sumane	Position	Training	Attendance	%
7	Mr. Kumpee Chongthurakit	Director Remuneration and Nomination Committee/ Director Corporate Governance Committee/ Director	DCP 48/2004	7/7	100
8	Mr. Phreecha Tachakraisri	Director/ Executive Director/ Director Risk Management Committee	DAP 10/2004	7/7	100
9	Mr. Chumpol Techakraisri	Director/ Executive Director/ Director Risk Management Committee/Asst. Managing Director/Company Secretary/Board Secretary	DCP 102/2008	7/7	100
10	Mrs. Yupa Techakraisri	Director	DCP 32/2003	7/7	100
11	Mr. Apichart Kasemkulsiri	Director	DCP 73/2006	7/7	100
12	Mr. Prasong Techakraisri	Director	DAP 11/2004	7/7	100
13	Mr. Kowate Limtrakul	Director/ Executive Director/ Managing Director	DCP 105/2008	7/7	100
			Meeting BOD for year Average : 100%		

• Remuneration payment to each Board member

In 2021, the general meeting of shareholders has resolved to approve the remuneration of the Company's directors and sub-committees totaling 2,919,000 baht and refrain from paying returns from operations (bonuses). The company has disclosed the remuneration of individual directors as shown in the following table.

No.	Name - Sumane	Position	Remuneration	Total	Bonus
1	Gen Terdask Marrrome	Chairman/ Independent Director	53,550	642,600	0
2	Mr. Pairuch Sahamethapat	Chairman of Audit Committee/ Independent Director/ Director/ Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	44,750	537,000	0
3	Mr. Paotep Chotinuchit	Chairman of Remuneration and Nomination Committee/ Chairman of Corporate Governance Committee/ Independent Director/ Audit Committee / Director	31,500	378,000	0
4	Dr. Kosol Surakomol	Chairman of Risk Management Committee /Independent Director/ Director/ Director/ Remuneration and Nomination Committee/ Director Corporate Governance Committee	19,100	229,200	0
5	Mr. Virasak Sutanthavibul	Independent Director/ Audit Committee/ Director	27,100	325,200	0
6	Mr. Sumate Techakraisri	CEO/ Director/ Director Remuneration and Nomination Committee/ Director Corporate Governance Committee	0	0	0
7	Mr. Kumpee Chongthurakit	Director Remuneration and Nomination Committee/ Director Corporate Governance Committee/ Director	19,100	229,200	0

No.	Name - Sumane	Position	Remuneration	Total	Bonus
8	Mr. Phreecha Tachakraisri	Director/ Executive Director / Director Risk Management Committee	0	0	0
9	Mr. Chumpol Techakraisri	Director/ Executive Director / Director Risk Management Committee/ Asst. Managing Director/ Company Secretary/ Board Secretary	0	0	0
10	Mrs. Yupa Techakraisri	Director	16,050	192,600	0
11	Mr. Apichart Kasemkulsiri	Director	16,050	192,600	0
12	Mr. Prasong Techakraisri	Director	16,050	192,600	0
13	Mr. Kowate Limtrakul	Director/ Executive Director / Managing Director	0	0	0
Remark : No Other Benefit			Total	2,919,000	0

8.1.3 Control of Subsidiaries and Associated Companies' Business Operations

As the company have neither any subsidiary nor any joint venture with any company and no financial support rendered to other companies

8.1.4 Monitoring of compliance with the corporate governance policy and guidelines

Board of Directors emphasize raising and promoting corporate governance to be better. The guidelines have been established for directors and executives, for example, there is a schedule of annual meeting plans for the Board of Directors, which assigns the Board of Directors to hold meetings together without the management attending the meeting at least once a year, the Audit Committee is required to meet with the auditor without the management attending the meeting at least once a year and requires the Board of Directors to consider various reports such as risk management reports, financial statement report as well as to acknowledge the results of internal audits presented by the Audit Committee.

In 2021, the Board of Directors has been monitored the compliance with good corporate governance principles covering matters such as the regarding of shareholders' rights, equitable treatment of shareholders, responsibility to all stakeholders and the care of employees, human rights, health care, safety and working environment, taking care of responsibility for society, community and environment, etc. The follow-up results showed that the Company has completely implemented the guidelines of each matter.

In addition, the Company has followed up to ensure compliance with good corporate governance in the following issues:

(1) Prevention of conflicts of interest

Board of Directors has established a policy on conflicts of interest and connected transactions in accordance with the rules of the Office of the Securities and Exchange Commission and the announcement of the Capital Market Supervisory Board provided that every item must be in accordance with the conditions in the rules and must avoid acts that cause conflicts of interest

In 2021, the Audit Committee reviewed and agreed with the auditor that Connected transactions or transactions that may have conflicts of interest were disclosed the information accurately and completely in

accordance with normal business conditions and beneficial to the Company's business operations and presented to the Board of Directors for acknowledgment.

(2) Use of inside information to seek benefits

The company has a strict data protection measures in particular for inside information that has not been disclosed to the public. Or any information affecting the business such as the price of stock by not allowing the directors, executives and employees to use inside information for personal benefit. The company set a policy on this matter

1. Company shall educate / inform the directors and management to understand the rules on the use of inside information such as sale and purchase of stocks by spouses and minor children as set by Securities Exchange Act 2551 as amended by the Stock Exchange of Thailand.

2. Directors and management are responsible for preparing and submitting a report of their shareholding to the company with their spouses and minor children as set by the Securities and Exchange Commission.

2.1 The first securities holding (Form 59-1) within 30 days from the closing date of the offering of securities to the public. Or who have been appointed as directors or executives.

2.2 Changes in the securities holding (Form 59-2) as a result of the purchase, sale or transfer of securities due within 3 days from the purchase, sale or transfer of such securities. And to submit the report to hold such securities to the Company. Within the date set by the Securities and Exchange Commission.

However, Directors and executives has signed acknowledgment of the obligation to report the holding of securities as specified above

3. Announce that the directors, executives and employees inside information that may substantially affect the price of securities that is to suspend the purchase or sale of securities of the Company during the one month before the company announced results of operations. (The deadline to announce results of operations is 45 days after the end of the quarter, and 60 days after the end of the fiscal year) or after the inside information is publicly available.

4. The Company's measures to control the seal of the Company must be with company's Secretary to control the operations of any kind to be transparent and easily verifiable.

The Company's measures of punishment if found that if any executives violation of company policies that can damage the Company shall be reported to the authorities for further proceedings.

In 2021, the Board of Directors And the management does not trade securities using inside information in any way.

(3) Anti-corruption action

The company is committed to conducting business with transparency and fairness. It does not support all types of corruption that may occur in the organization such as giving and receiving bribes, donations, etc., as well as supporting the creation of an organizational culture that adheres to honesty and legitimacy. It focuses on anti-corruption because it is believed that it will be a force to support the company sustainable growth

The Company expressed its intention to join the Thai Private Sector Collective Action Coalition Against Corruption on December 14, 2013 with a commitment to prevent and combat corruption. The company has been

accepted as a member of Thailand's Private Sector Collective Action Coalition Against Corruption on January 9, 2014 from the Thai Private Sector Collective Action Coalition Against Corruption (CAC) Project.

The Company does not support all types of corruption that may occur in the organization and the Company has established anti-corruption policies to communicate with directors and train employees at all levels to have a clear practice guideline with strict adherence to practice and has established an anti-corruption committee to perform corruption risk assessment and find ways to prevent, monitor and evaluate continually. As a result of rigorous practice, the company has been accredited as a member of the Thai Private Sector Collective Action Coalition Against Corruption No. 1 on 9 March 2017 and certified for the 2nd (February 7, 2020 to February 6, 2023)

In this regard, the Company has a system to support effective anti-corruption, including appropriate policies, practices and prevention systems.

(4) Whistleblowing

Board of Directors provide opportunities for both internal and external stakeholders to report whistle, complaint or suggestion (Whistle Blower) on the issue of illegal actions, codes of conduct, inaccurate financial reports, or defective internal control systems through independent directors or Audit Committee to consider investigating facts, including determining measures to protect and defend whistleblowers. The Company discloses the criteria and details at the Company's website.

<http://www.tkrungthai.com/investor/announcement/EWhistleBlowing.pdf>

In 2021, It does not appear that there are employees or stakeholders notify or appeal about corruption and other issues

8.2 Report on the results of duty performance of the Audit Committee in the past year

In 2021, a total of 4 Audit Committee meetings were held to consider, review the information and ready to express opinions and suggestions freely. The main missions are summarized as follows:

1. Consider the completeness, Accuracy and Reliability of Financial Reports
2. Consider the connected Transactions or Transactions with Potential Conflicts of Interest
3. Consider the effectiveness and adequacy of the internal control system and supervise the internal audit work.
4. Consider selection of Auditors and setting of Remuneration
5. consider and review various matters to comply with the requirements and regulations

8.3 Summary of the results of duty performance of subcommittees

In 2021, the company has disclosed the number of meetings and performance of duties assigned by the Board of Directors of Audit Committee, Remuneration and Nomination Committee, Good Corporate Governance Committee, Risk Management Committee. The details appear in Attachment 6.

9. Internal Control and Related Transaction

9.1 Internal Control

The Company realizes the importance of a good internal control system in order to help business operations be efficient and effective including working in various duties with transparency, reliability and balance of power in accordance with good corporate governance. The Board of Directors has assigned the Audit Committee to review the internal control system and internal audit system as well as to review the Company's operations to be appropriate and efficient

The Company recognized the importance of internal control system for the management as well as the operation level so that they could work effectively. The Company has already, put clearly in writing, set duties and responsibilities for operators and management as well as the usage of Company's assets. The duties in operation and monitor, control & evaluation were separated. This was to balance and cross check each function easily. Moreover, there was a financial control system, where a financial report was required to be submitted to the line responsible person at each sector.

Board of Directors held the Meeting with the Audit Committee No. 1/2021 on February 25, 2021 to give opinions on the adequacy and appropriateness of the Company's internal control system according to "Internal Control System Sufficiency Assessment Form" of the Office of the Securities and Exchange Commission in accordance with the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), with the consensus that the company has an adequate and appropriate internal control system.

In addition, there is a monitoring and control of operations to prevent directors or executives from taking the company's assets to use it improperly or without authority and correcting the results of the audit on all important issues especially important issues that may affect operations and connected transactions. The Audit Committee has assessed the adequacy of the Company's internal control system in 5 areas as follows:

1. Internal Control: The Company has an organizational structure that facilitates operations to achieve the goals as well as improving the evaluation of employees to be consistent with the behavior of the organization reasonably. for better operational quality

The company is committed to developing production processes to meet standards and is recognized internationally as well as attaching great importance to environmental stewardship. Therefore, the company has received the quality certification "ISO/TS 16949 and ISO 14001".

The company has established the structure of line of command according to the lines of work that is consistent with the business strategy and corporate governance, which the internal audit department is an independent unit, reports directly to the Audit Committee, promotes and supports corporate governance policies and business ethics to be clear and transparent policies, establishes the policies in consideration of fairness to all stakeholders including social and environmental responsibility, prepares a corporate governance policy manual and business ethics manual with regard of equal treatment of the interests of all stakeholders, discloses information that is accurate, complete, transparent, timely and has an efficient and adequate internal control system including having a standard and efficient risk management system as well as organizing training to explain to employees.

2. Risk Assessment: The Company realizes the importance of risk management that comes from both external factors and internal factors that may occur unexpectedly both in the present and in the future in order to achieve the

goal of having a good corporate governance system and protect the interests of the company's stakeholders. Therefore, a risk management policy has been established to seriously and continuously control and manage risks.

3. Operational control: The management has clearly segregated duties and responsibilities, for example, the scope and authority and approval limits of all levels of management are set in writing. Accounting entry, Information System Access and Supervision of utilization of the Company's assets are determined with segregation of duties of Operators, Reviewers, Controllers and Appraisers separately in order to achieve proper balance and check between each other. There is also internal control for the financial system and reporting the financial statements to the responsible management.

The approval of the Company's transactions with major shareholders, directors, executives or those related to such persons, the best interests of the Company and shareholders will be taken into account.

4. Information System and Data Communication: The company has provided important information for use in the decision of the Board of Directors by preparing a comparative analysis report on principles and reasons with supporting documents and submitting the information for the directors to study and make a decision 7 days in advance of the meeting. For the storage of documents supporting accounting records and various accounts, the Company has kept them completely in categories for transparency and for operational information.

The Audit Committee has considered together with the auditor, internal auditor and those involved in the preparation of the Company's financial statements every quarter and annually to ensure that the company has applied accounting policies in accordance with generally accepted accounting principles and appropriate to the nature of the business, including disclosure of information appropriately and sufficiently.

In addition, the Company has always developed information systems to improve the potential of information technology to be up-to-date continuously

5. Monitoring System: The Company has regularly monitored the operating results. There are 7 meetings of the Board of Directors in 2021. The audit of the internal control system is performed regularly every quarter. The internal auditor must prepare the audit report to propose to the Audit Committee and if any material deficiencies are found, they must be reported to the Audit Committee in a reasonable period of time including reporting on the progress in fixing such deficiencies as well.

In this regard, the Audit Committee commented on the performance assessment. and internal control of the company that there was no significant weakness and no defect that would have a material effect on the auditor's opinion in the financial statements.

9.2 Related Transactions

Policy and Trend of Related Transactions

If there is a necessity to have related transaction with individuals that might have conflict of interests with the Company in the future, the Company would set up policy to ensure the normal transaction and prices shall be marked to market and can be comparing with the outsiders. Hence, the Company's Audit Committee or the Company's auditor should help consider whether the prices are suitable and reasonable for having this related transaction.

For any related transactions that might occur in the future, the directors shall follow the Company's rules and regulations and shall not approve any transactions in which themselves will have conflict with the Company's interests. The Company must follow the rules and regulations set by the Stock Exchange of Thailand (SET) and must disclose all related information on any gains or losses of assets in related transactions of the Company or the affiliates.

If there are any related transactions with individuals that may have conflict of interests with T.Krungthai Industries Public Company Ltd. now or in the future, the Audit committee will be responsible to give suggestion or advise on price, compensation and necessity of such transactions. In the case that the Audit Committee lacks of knowledge in considering, the Company directors will make decision by opinion of independent specialists or the auditor. The Company will also disclose any related transactions in the note to financial statements that has been given approval from Company auditor.

Rules and Procedure in approval of related transactions

As the Rules and Procedure in approval of related transactions, any transactions that involve with the individuals, who might have conflicts of interest with the Company's business should be proposed to and taken into consideration by the Audit committee and get approval from the Board of Directors. The Audit committee should be presented in any meeting regarding the related transactions. In addition, votes from directors that might have conflict of interests will not be counted

Necessities and Reasonable of related-transactions

The related transactions in Year 2021 were reasonable and necessary to bring about the best benefit to the Company. It was making a full use of the production capacity on machine. which will increase profit The aforementioned related transactions It is a transaction that is in accordance with the general business nature and the Company receives and pays compensation at a fair price. and disclosed in Note 5 to the financial statements, transactions between related persons and companies

The Company has transactions related to or with persons who may have conflicts of interest arising in the year 2021 as follows:

Related Transactions			
Name / Description of business	Relationship	The nature and amount of the transaction	Necessary and reasonable
1. Prairie Marketing Co., Ltd. Consumer Product Trader Business.	Mr. Sumate Techakraisri, Director and a shareholder with a ratio of 6 % of the paid up capital and is authorized director to sign on documents of Prairie Marketing.	Prairie Marketing Co., Ltd. purchase plastic boxes for containing cotton. In 2021, TKT company acquired total sales of 2.14 million Baht and as at December 31, 2021 the outstanding balance of trade account receivable was 0.47 billion Baht.	The business is normal transaction in selling plastic parts in the same practice as its regular customers at a market price. The audit committee has considered that transaction is reasonable with a fair price.
2. The office building of Mr. Sumate Techakraisri	Mr.Sumate Techakraisri Director of the Company	The company has rented a 3 storey building located at 23, Soi Chan 43, Yak 21, Tungwatdon, Sathorn, Bangkok 10120. The rental term is 3 years commencing from 1 st April 2022 to 31 st of March 2025 at Baht 66,550 / month	Leasing office space to facilitate business contacts and rental rate is not different from the rate around the vicinity. The Audit Committee has considered and regarded that rental charge is reasonable and fair.
3. Advance Nano Tech Co. Ltd.	Mr. Sumate Techakraisri who is one of the company's directors is also a director and a shareholder of Advance NanoTech Co., Ltd. holding 60 % shares of the paid-up capital	The company had bought 2 electrical energy saver machines costing Baht 5,400,000 which is payable under installment basis for 36 months with Baht 150,000 per month and as of December 31, 2021, there is a balance of 0.45 million baht.	As electric power is essential factor of the production. The result of the experiment when installing this energy saving machine can reduce the production cost not less than 18 % of the bill cost or about 1.92 million baht a year. Representing payback period of 2.81 years. The Audit committee has considered the aforementioned transaction and deems it to be reasonable transaction with fair price
4. Karrie Automotive Investment Limited / Manufacturer and Distributor of plastic and metal products and electronic service business	Being a shareholder in the company	The Company has issued and sold the newly issued ordinary shares to specific investor, Karri Automotive Investment Limited (KAI) of 23,780,000 shares with a par value of 1 baht per share at offer price Baht 1.30 per share in totally amount of 30,914,000 baht in conjunction with the issuance of 113,000,000 warrants to purchase the newly-	The issuance of such shares is in accordance with the criteria set forth by the Board of Directors. The resolution was resolved to determine the offering price to propose the shareholders' meeting to determine the offering price at the price of 1.30 baht per share, which is not lower than 90 percent of "The Market Price". "The Market Price" is the weighted average of



Related Transactions			
Name / Description of business	Relationship	The nature and amount of the transaction	Necessary and reasonable
		issued ordinary shares with free of charge under Permission for Offering to sell newly issued shares to specific person from the Office of the Securities and Exchange Commission And the stock exchange (SEC Office) on 28/10/2020	the Company stock price traded in the Stock Exchange of Thailand for at least 7 consecutive working days but not more than 15 consecutive working days before the date of the Board of Directors Resolved to propose to the shareholders' meeting of the company to consider and approve the issuance and allocation of newly issued shares of the Company for specific investor (Private Placement), where the weighted average price of the Company's shares were calculated in the past 7 consecutive days between July 21, 2020 to August 13, 2020, which is equal to 1.06 baht per share, so the said price is reasonable.
5. Karrie Industry Company Limited. Manufacturer and Distributor of mechanical parts, office automation parts and electrical equipment including metal stamping for computer equipment, molding, manufacturing servers and medical equipment	Has the same major shareholder with Karri Automotive Investment Limited, a shareholder of the Company	The Company hired to make molds for sale to the Company's customers in the amount of 59,800 USD. and buy insert equipment for inserting in molds 1,608.16 USD and the balance is payable as of 31/12/21 in the amount of 41,860 USD. or equivalent to 1.41 million baht (exchange rate 33.5929 baht/USD).	The company is a molding and repair service provider. Such mold hiring is a normal outsourcing of the company as same as other outsourcing companies and the seller is a famous person in the market. The Audit Committee has considered and viewed that the hiring is a reasonable transaction and a fair price.
6. T Thai Snack Foods Company Limited. Business trade of produce and sell crispy cooked Squid and crispy coated Peanuts	Company Directors are the authorized directors and shareholders of T Thai Sneak Foods Company Limited as follows: - 1. Mr. Sumate Techakaraistri Holding 35.27% of shares 2. Mr. Phreecha Tachakaraistri Holding 4.57% of shares	The company bought crispy squid to give to customers for gifts during the New Year season in 2021, the amount of crispy squid was purchased in the amount of 182,490 baht and as of December 31, 2021, No outstanding balance.	This is an item that was purchased to be the gifts for customers for the New Year festival and is in the same condition and same market price as other customers. The Audit Committee has considered the above transaction and viewed that this transaction is reasonable and fair.
7. Chaiwattana Construction Materials Co.,Ltd. Manufacturer of heavy-duty concrete parts	Two company directors are directors and shareholders in Chaiwattana Construction Materials Co.,Ltd. namely Mr.	The company provides the services to produce and sells molds and plastic parts for Chaiwattana Construction Materials Co.,Ltd. and in the year	This transaction is the sale of molds and plastic parts of the company that occurs in the normal transaction of the company and in the same conditions as other



Related Transactions			
Name / Description of business	Relationship	The nature and amount of the transaction	Necessary and reasonable
for washing machines, elevators, hoist trucks, as well as producing heavy-duty concrete used in all types of industries.	Sumate Techakraisri and Mr. Prasong Techakraisri, who are authorized directors of Chaiwattana Construction Materials Co.,Ltd. and hold a percentage of shares 26.62 of paid-up capital	2021 the company has produced and sold molds and plastic parts amounting to 2.87 million baht and as of December 31, 2021, there is trade accounts receivable balance amounting to 0.24 million baht.	customers which are sold at the same market price as general customers. The Audit Committee has considered the aforementioned transaction and views that this transaction is a reasonable transaction and has a fair price.

Part



3

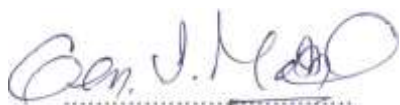
Financial Statements

Report of the Board of Directors on Financial Statements.

The management has prepared the financial statements for the year ended December 31, 2021 in accordance with generally accepted accounting standards based on the appropriate policy and consistency with careful and reasonable judgment in preparing the financial statements. The important information is adequately disclosed in the notes to the financial statements. Such financial statements have been audited and have unqualified opinions from the independent auditor.

Board of Directors has performed the duty of supervising the Company's operations in accordance with the objectives, goals, strategies, including establishing an internal control system and a risk management system in order to make the financial information accurate as its materiality. The Board of Directors has appointed an Audit Committee. It consists of 3 independent directors who are responsible for reviewing financial statements to ensure that there is an adequate internal control and internal audit system. The Audit Committee has expressed an opinion on this matter in the audit committee report which is shown in the annual report.

Board of Directors express an opinion that the Company's internal control system is adequate and appropriate to establish rational confidence in the reliability of the financial statements for the year ended 31 December 2021.



General Terdsak Marrome

Chairman



Mr. Kowate Limtrakul

Managing Director

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED
FINANCIAL STATEMENTS
DECEMBER 31, 2021
AND INDEPENDENT AUDITOR'S REPORT

Independent auditor's report

To the Shareholders of T.Krungthai Industries Public Company Limited

Opinion

I have audited the accompanying financial statements of T.Krungthai Industries Public Company Limited, which comprise the statement of financial position as at December 31, 2021, the statement of comprehensive income, the related statement of changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of T.Krungthai Industries Public Company Limited as at December 31, 2021, their financial performance and cash flows for the year then ended, in accordance with Thai Financial Reporting Standards.

Basis for opinion

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

Key audit matters

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

Deferred tax assets

Risk

As described in the Note 14 to the financial statements, the Company recorded deferred tax assets of Baht 36.13 million in the statement of financial position. The recognition of deferred tax assets is based on possibility of actual utilization and subject to management's judgment. Expected benefits from such assets depend on many factors, including appropriateness of temporary difference and sufficiency of future taxable profit.

Risk responses of auditor

My audit procedures responded to the risk referred to above are as follows :

- Evaluated the Company management's judgment regarding sufficiency of future taxable profit that will be available to utilize tax losses. Evaluation focused on the reasonableness of future cash flow projection and preparation process of cash flow projection;
- Tested reliability of calculation and compared with the latest annual budget approved by the Company's board of directors;
- Enquired the Company's management regarding a key assumption, long term growth rate, and compared with historical performance, economic conditions, and industrial trend;

Based on my procedures above, I found that the assumptions made by management use in the estimate to be reasonable based on the available evidence.

Revenue recognition under the percentage of completion

Risk

The Company's business features that reflect the risk of the contract, which requires significant judgment in evaluating the financial performance of both present and future contracts. Revenue and profits are recognized on completion of the contract for each contract with calculating the proportion of the total cost incurred up to the date of the financial statements compared to estimated total cost of the contract. The status of the contracts are always evaluated and adjusted to a constant current. In this regard, the management must exercise judgment in assessing the value of the contract, completeness and accuracy of cost estimates until the job will be completed and the ability to work under contract to be completed within the planned deadlines. Profits and losses, be possible in most of the contracts, may be calculated out many of the quite wide ranges and such ranges may be significant. In addition, changes in management's judgment and changes in estimates involved that occurs when contracts be progressing steadily may significantly result in improved revenue and profit, which may be either an increase or decrease in revenue and profit.

Risk responses of auditor

My audit procedures responded to the risk referred to above are as follows :

- Evaluated and tested the design of control systems and navigation control used for the recognition of revenue and profit from the contract.
- Tested control to determine whether the control has been effective in practice all year round.
- Selected contracts by sampling to check that the accuracy of the results of operations based on present and future contracts, as follows, assessed the reasonableness of the estimated costs until completion, assessed ability to deliver on time according to the schedule plan, evaluated the repayment of debt from receivable under contract, reviewed the loss and cost of job to be incurred until the job on completion and including assessment of the allowance for losses on contracts.

Based on the above audit procedures, I have found no significant difference on revenue recognition in revenue from rendering of service under service agreement that does not meet the conditions in the agreement.

Other matter

The financial statements of T.Krungthai Industries Public Company Limited, which comprise the statements of financial position as at 31 December 2020, the statements of comprehensive income, the related statement of changes in shareholders' equity and cash flows for the year then ended presented herewith for comparative purposes only were audited by another auditor in my firm, whose report dated on February 25, 2021, expressed an unqualified opinion.

Other information

Management is responsible for the other information. The other information comprise the information included in annual report, but does not include the 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 financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

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

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

Responsibilities of management and those charged with governance for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the 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.

Auditors responsible for auditing. The report is presented by Mr. Komin Linphrachaya.

(Mr. Komin Linphrachaya)

Certified Public Accountant Registration No. 3675

Karin Audit Company Limited.

Bangkok

February 28, 2022

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2021

		(Unit : Baht)	
		As at	As at
	Notes	December 31, 2021	December 31, 2020
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	71,527,234.82	54,412,838.08
Trade and other current receivables	7	265,949,979.37	226,221,311.74
Contract assets	8	74,890,509.50	81,088,373.49
Inventories - net	9	97,966,657.72	81,278,142.23
Current tax assets		10,448,934.75	10,448,934.75
Other current financial assets	10	-	1,001.27
Total current assets		520,783,316.16	453,450,601.56
NON - CURRENT ASSETS			
Property, plant and equipment - net	11	578,005,679.77	610,832,480.94
Right - of - use assets - net	12	2,185,841.72	4,275,012.84
Other intangible assets - net	13	6,831,570.75	6,685,613.87
Deferred tax assets	14	-	3,998,182.20
Other non - current assets	15	37,426,611.18	52,033,461.09
Total non - current assets		624,449,703.42	677,824,750.94
TOTAL ASSETS		1,145,233,019.58	1,131,275,352.50

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

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

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF FINANCIAL POSITION (Cont.)

AS AT DECEMBER 31, 2021

		(Unit : Baht)	
		As at	As at
	Notes	December 31, 2021	December 31, 2020
LIABILITIES AND SHAREHOLDERS' EQUITY			
CURRENT LIABILITIES			
Bank overdrafts and short - term borrowings from financial institutions	16	458,000,000.00	474,000,000.00
Trade and other current payables	17	187,178,230.47	159,728,943.65
Contract liabilities	8	1,776,681.38	1,315,326.06
Current portion of lease liabilities	18	12,337,756.92	14,321,629.27
Current provisions for employee benefits	19	3,896,625.96	1,602,761.00
Other current provisions		21,021.53	70,017.10
Total current liabilities		663,210,316.26	651,038,677.08
NON - CURRENT LIABILITIES			
Lease liabilities	18	16,813,032.05	26,953,055.49
Deferred tax liabilities - net	14	12,924.76	-
Non - current provisions for employee benefits	19	26,707,178.60	28,386,057.76
Total non - current liabilities		43,533,135.41	55,339,113.25
TOTAL LIABILITIES		706,743,451.67	706,377,790.33

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF FINANCIAL POSITION (Cont.)

AS AT DECEMBER 31, 2021

		(Unit : Baht)	
		As at	As at
	Notes	December 31, 2021	December 31, 2020
SHAREHOLDERS' EQUITY			
Share capital			
Authorized share capital			
Ordinary share 350,780,000 shares Baht 1.00 par value	20.1	350,780,000.00	350,780,000.00
Issued and paid - up share capital			
Ordinary share 237,780,000 shares Baht 1.00 par value	20.1	237,780,000.00	237,780,000.00
Share premium			
Premium on ordinary shares	20.2	147,935,897.71	147,935,897.71
Retained earnings (deficits)			
Appropriated			
Legal reserve	21	21,400,000.00	21,400,000.00
Unappropriated		(88,130,641.99)	(101,722,647.73)
Other component of shareholders' equity	22	119,504,312.19	119,504,312.19
Total shareholders' equity		438,489,567.91	424,897,562.17
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		1,145,233,019.58	1,131,275,352.50

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2021

		(Unit : Baht)	
	Notes	2021	2020
Revenues from sales and rendering of services			
Revenues from sales - plastic products		1,062,158,345.19	882,606,466.54
Revenues from rendering of services - molds		149,341,985.67	129,021,471.38
Total revenues from sales and rendering of services		1,211,500,330.86	1,011,627,937.92
Cost of sales and rendering of services		(1,024,154,993.32)	(877,672,530.78)
Gross profit		187,345,337.54	133,955,407.14
Others income	23	20,425,021.57	7,206,522.83
Profit before expenses		207,770,359.11	141,161,929.97
Distributions cost		(30,309,952.52)	(24,979,984.16)
Administrative expenses		(109,091,408.24)	(98,544,983.67)
Others expenses		(4,981,563.92)	(2,862,264.02)
Director and managements remunerations	5.3	(29,347,743.72)	(28,015,489.96)
Total expenses		(173,730,668.40)	(154,402,721.81)
Profit (Loss) before finance cost and income tax		34,039,690.71	(13,240,791.84)
Finance cost		(16,436,578.01)	(18,274,349.05)
Profit (Loss) before income tax		17,603,112.70	(31,515,140.89)
Income tax (expenses)	26	(4,011,106.96)	(5,042,279.26)
Profit (Loss) for the year		13,592,005.74	(36,557,420.15)
Other comprehensive income :			
Other comprehensive income (expense) for the year - net from tax		-	-
Total comprehensive income (expense) for the year		13,592,005.74	(36,557,420.15)
Basic earnings (loss) per share			
Basic earnings (loss) per share from continuing operations (Baht per share)	25	0.0572	(0.1689)

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED
STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2021

(Unit : Baht)

	Notes	Retained earnings (deficits)				Other comprehensive of shareholders' equity		
		Issued and paid - up share capital	Share premium	Appropriated		Revaluation surplus on fixed assets	Total other comprehensive of shareholders' equity	Total shareholders' equity
				legal reserve	Unappropriated			
Balance as at January 1, 2020		214,000,000.00	144,236,932.71	21,400,000.00	(65,165,227.58)	119,504,312.19	119,504,312.19	433,976,017.32
Share capital increase	20.1	23,780,000.00	3,698,965.00	-	-	-	-	27,478,965.00
Total comprehensive (expense) for the year		-	-	-	(36,557,420.15)	-	-	(36,557,420.15)
Balance as at December 31, 2020		<u>237,780,000.00</u>	<u>147,935,897.71</u>	<u>21,400,000.00</u>	<u>(101,722,647.73)</u>	<u>119,504,312.19</u>	<u>119,504,312.19</u>	<u>424,897,562.17</u>
Balance as at January 1, 2021		237,780,000.00	147,935,897.71	21,400,000.00	(101,722,647.73)	119,504,312.19	119,504,312.19	424,897,562.17
Total comprehensive income for the year		-	-	-	13,592,005.74	-	-	13,592,005.74
Balance as at December 31, 2021		<u>237,780,000.00</u>	<u>147,935,897.71</u>	<u>21,400,000.00</u>	<u>(88,130,641.99)</u>	<u>119,504,312.19</u>	<u>119,504,312.19</u>	<u>438,489,567.91</u>

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

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

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF CASH FLOW

FOR THE YEAR ENDED DECEMBER 31, 2021

	(Unit : Baht)	
Notes	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit (Loss) before income tax	17,603,112.70	(31,515,140.89)
ADJUSTMENTS TO RECONCILE NET PROFIT (LOSS) TO CASH RECEIVED (PAID)		
Adjusted finance cost	16,436,578.01	18,274,349.05
Adjusted interest income	(55,432.47)	(67,723.68)
Depreciation, depletion and amortization	63,082,080.95	64,622,607.49
Adjusted loss from decline in value of inventories (reversal)	(3,084,203.47)	2,386,725.10
Adjusted provision for employee benefits increase	3,626,384.04	3,644,102.00
Adjusted provision for other liabilities increase (decrease)	(48,995.57)	69,993.41
Adjusted unrealized loss on exchange rates	121,226.82	12,255.15
Adjusted (gain) from disposal debt instruments fund	-	(60,527.59)
Adjusted (gain) from fair value measurement	(0.85)	(1.27)
Adjusted loss from sale of fixed assets	984,386.65	505,674.03
Adjusted loss from write - off of assets	8,838,986.22	8,893,273.15
Adjusted trade and other current receivables (increase)	(39,707,122.55)	(2,550,877.95)
Adjusted contract assets (increase) decrease	6,197,863.99	(23,556,561.44)
Adjusted inventories (increase) decrease	(13,604,312.02)	7,027,142.27
Adjusted other non - current assets decrease	1,060,624.83	3,784,475.65
Adjusted trade and other current payables increase	25,705,352.13	14,567,215.74
Adjusted contract liabilities increase	461,355.32	1,315,326.06
Total adjusted from reconciliation of profit (loss)	87,617,884.73	67,352,306.28
Cash paid for employee benefit obligations	(3,011,398.24)	(2,683,744.24)
Income tax (paid - out)	13,546,225.08	(10,448,934.75)
NET CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	98,152,711.57	54,219,627.29

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

STATEMENT OF CASH FLOW (Cont.)

FOR THE YEAR ENDED DECEMBER 31, 2021

		(Unit : Baht)	
	Notes	2021	2020
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash received from sale of debt instrument fund		1,002.12	-
Cash received from repayment of investment in bond fund		-	45,060,527.59
Cash paid for investment in bond fund		-	(45,001,000.00)
Cash received from sale of property, plant and equipment		851,903.20	686,980.00
Cash paid for purchase of property, plant and equipment		(32,061,515.61)	(24,522,850.05)
Cash paid for purchase of other intangible assets		(2,065,500.00)	(390,000.00)
Interest income		55,432.47	67,723.68
NET CASH FLOWS (USED IN) INVESTING ACTIVITIES		(33,218,677.82)	(24,098,618.78)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank overdrafts (decrease)		-	(871,490.52)
Cash received from share capital increase		-	27,478,965.00
Cash received from short - term borrowings from financial institutions		1,849,000,000.00	1,965,000,000.00
Cash paid for short - term borrowings repayment from financial institutions		(1,865,000,000.00)	(2,010,000,000.00)
Cash paid for lease liabilities		(15,251,895.79)	(15,089,174.32)
Interest expense		(16,567,741.22)	(18,347,324.41)
NET CASH FLOWS (USED IN) FINANCING ACTIVITIES		(47,819,637.01)	(51,829,024.25)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS - NET		17,114,396.74	(21,708,015.74)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	6	54,412,838.08	76,120,853.82
CASH AND CASH EQUIVALENTS AT ENDING OF THE YEAR	6	71,527,234.82	54,412,838.08

SUPPLEMENTARY INFORMATION FOR CASH FLOWS

Non - cash transactions

Account payables for purchasing of assets	1,732,326.00	6,986,066.77
Right - of - use assets under lease liabilities	-	6,196,862.04
Obligation under finance leases	-	9,980,000.00
Account payables under hire purchase contract	3,128,000.00	-

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

1. GENERAL INFORMATION

1.1 Domicile and legal status of the Company

T.Krungthai Industries Public Company Limited was registered as a public company limited in Thailand on January 22, 2004, while the Head Office is located at 23 Soi Chan 43, Yaek 21, Tungwatdon, Sathorn, Bangkok. There are 3 factories which are located as follows :

Factory 1 is located at 59 Moo 6, King Kaew Road, Racha Thewa, Bang Phli, Samutprakarn.

Factory 2 is located at 517 Moo 9, Nongki, Kabinburi, Prachinburi.

Factory 3 is located at 28/4 Moo 1, Sunwinthawong Road, Khlong Udom Chonlachon, Mueang Chachoengsao, Chachoengsao.

The major shareholders of the Company are Techakrisri's family (owned 38.08%).

1.2 Nature of operations and principle activities

The principal business activities of the Company are manufacturing plastic part products and plastic part molds.

2. BASIS FOR PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENT

2.1 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the Company operates. The Company's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2.2 Basis for the preparation of the financial statements

The financial statements have been prepared in accordance with Thai generally accepted accounting principles under the Accounting Act B.E. 2000, being those Thai Financial Reporting Standards issued under the Accounting Profession Act B.E. 2004, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act.

The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The financial statements are officially prepared in Thai language. The translation of these statutory financial statements to other language must conform to the Thai financial report.

2.3 Functional and presentation currency

The financial statement are prepared and presented in Thai Baht, which is the Company's functional currency and presentation currency. All financial statement presented in Thai Baht has been rounded to the nearest thousand or million unless otherwise stated.

2.4 New financial reporting standards

A) Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after January 1, 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

B) Financial reporting standards that became effective for fiscal years beginning on or after January 1, 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after January 1, 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

The preparation of financial statements is in accordance with generally accepted accounting principles. The management has to make estimates and assumptions which may have an impact on the amounts presented in the financial statements and disclosed in the notes to the financial statements. Actual results may differ from those estimates. The significant accounting judgments and estimates are as follows :

Allowance for expected credit losses of trade receivables and contract assets

In determining an allowance for expected credit losses of trade receivables and contract assets, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Impairment of inventory

In order that financial statements report present value of inventory and performance. The company has reviewed and revised policy for impairment of inventory to cover all inventories, which include finished goods, raw material, spare part and supply. The impairment is considered when book value of inventory is higher than its net realizable value and when the inventory has no movement for a certain year, whichever is practical.

Determining the lease term with extension and termination options - the Company as a lessee

In determining the lease term, the management is required to exercise judgment in assessing whether the Company is reasonably certain to exercise the option to extend or terminate the lease, considering all relevant factors and circumstances that create an economic incentive for the Company to exercise either the extension or termination option. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend or to terminate.

Depreciation

In calculating depreciation of plant machineries and equipment, the management estimates useful lives and salvage values of the plant, machineries and equipment and reviews estimated useful lives and residual values if there are any changes.

Intangible assets

Intangible assets are amortized by the straight - line method based on the estimated useful lives and will consider impairment if there is an indication of impairment.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

Deferred tax assets

Deferred tax assets are recognised for temporary difference arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes as at the end of reporting period when it is highly probable that the Company will generate sufficient taxable profits from their future operations to utilise these deferred tax assets. If management need to estimate the amounts of the deferred tax assets that the Company should recognise, they take into account the amount of taxable profit expected in each future period.

Provision for contingent losses

Management applied judgment in estimating the loss they expect to be realised on each service under agreement projects, based on estimates of anticipated costs that take into account the progress of the project and actual costs incurred to date, together with fluctuations in costs of project materials, labour and the current situation.

Post - employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate. In determining the appropriate discount rate, management selects an interest rate that reflects the current economic situation. The mortality rate is based on publicly available mortality rates in Thailand. However, the actual post - employment benefits may differ from the estimates.

Estimated of revenues from rendering of services and project costs

In estimation of revenue from rendering of service under service agreement, management are required to make judgement based on their best knowledge of the current events and arrangements and their experience of the business in order to estimate the percentage of completion, based on information from the engineers/project managers. The Company estimate costs of projects based on details of the projects work, taking into account the volume and prices of materials to be used in the project, labour costs and other miscellaneous costs to be incurred to completion of service, taking into account the direction of the movement in these costs. Estimates are reviewed regularly or whenever actual costs differ significantly from the figures used in the original estimates.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits, and highly liquid short - term investments that are readily convertible to known amount or that are subject to an insignificant risk of change in value, but not include time deposits with maturity exceed three - month period (fixed deposits). Time deposits with maturity exceed three - month period but less than twelve - month period are recorded as current investment (if any).

4.2 Trade receivables

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at its present value.

The Company applies the TFRS 9 simplified approach to measuring expected credit losses which uses a simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure the expected credit losses, trade receivables have been grouped based on the days past due. The expected loss rates are based on the payment profiles and the corresponding historical credit losses which are adjusted to reflect the current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the GDP, the unemployment rate and the consumer price index of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. The impairment losses are recognised in profit or loss within administrative expenses.

Authorized Signatory.....Director
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Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

4.3 Contract assets/Contract liabilities

Contract assets

A contract asset is the exceed of cumulative revenue earned over the billings to date. Allowance for impairment loss is provided for the estimated losses that may be incurred in customer collection. Contract assets are transferred to receivables when the rights become unconditional (i.e., services are completed and delivered to the customer).

Contract liabilities

A contract liability is recognised when the billings to date exceed the cumulative revenue earned and the Company have an obligation to transfer services to a customer. Contract liabilities are recognised as revenue when the Company fulfil their performance obligations under the contracts.

4.4 Inventories

Inventories are presented at the lower of cost or net realizable value. Cost of inventories is recorded under the basis as follows :

Finished goods and work in process	First in first out (By standard cost which approximate to actual cost)
Raw materials	First in first out

The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventories. The Company estimates net realizable value from the estimated selling price in the ordinary course of business, less the estimated expenses necessary to make the sale.

Allowance for slow - moving inventories is based on the ages and conditions of inventories and the historical experience.

4.5 Financial assets and liabilities

Classification and measurement of financial assets

The classification of financial assets depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

The Company classifies its debt instruments in the following categories :

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

The Company reclassifies debt instruments when and only when its business model for managing those assets changes.

The equity instruments held must be irrevocably classified to two measurement categories; i) at fair value through profit or loss (FVPL), or ii) at fair value through other comprehensive income (FVOCI) without recycling to profit or loss.

At initial recognition, the Company measures a financial asset at its fair value plus or minus, 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 their cash flows are solely payment of principal and interest.

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

- Amortized cost: A financial asset will be measured at amortized cost when the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows. In addition, the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Interest income from these financial assets is included in financial 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 in profit or loss.
- FVOCI: A financial assets will be measured at FVOCI when it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets. In addition, the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest income and related foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

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gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised on other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of comprehensive income.

- FVPL: Assets that do not meet the criteria for amortized 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.

Dividends from such investments continue to be recognised in profit or loss when the Company's 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 income as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Classification and measurement of financial liabilities and equity

Financial instruments issued by the Company must be classified as financial liabilities or equity securities by considering contractual obligations.

- Where the Company has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Company's own equity instruments.
- Where the Company has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

At initial recognition, the Company measures financial liabilities at fair value. The Company reclassifies all financial liabilities as subsequently measured at amortized cost, except for derivatives.

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Recognition and derecognition

The Company shall recognise a financial asset or liability in its statement of financial position when, and only when, the Company becomes party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Company 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 Company has transferred substantially all the risks and rewards of ownership of the financial assets.

Impairment

Impairment - Financial assets and contract assets (Examples of financial assets are trade and other receivables, loan receivables, contract assets, etc.)

Follow by TFRS 9 the expected credit loss (ECL) model whereas previously the Company estimated the allowance for doubtful account by analysing payment histories and future expectation of customer payment. TFRS 9 requires considerable judgement about how changes in economic factors affect ECLs, which are determined on a probability-weighted basis. The new impairment model applies to financial assets measured at amortized cost, contract assets, lease receivables and debt investments measured at FVOCI, except for investments in equity instruments.

4.6 Property, plant and equipment

Land are stated at revalue amount (market approach) less provision for impairment of assets (if any). Buildings are stated at the revalued amount (replacement cost approach) less accumulated depreciation and provision for impairment of assets (if any). Equipment is stated at cost less relevant accumulated depreciation and provision for impairment of assets (if any).

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalized borrowing costs. In addition, cost also may include transfers from other comprehensive income. Purchased software that is integral to the functionality of the related equipment is capitalized as part of that property, plant and equipment. When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items for major components.

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Profit and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognized net within other income in profit or loss.

Revaluations are performed by independent professional appraisers, which the Company has the policy for the independent professional appraisers will be requested to perform the appraisal for the said assets at sufficient regularity to ensure that the book value of these assets does not differ materially from their fair values at the balance sheet date. Increase from appraisal value will be recorded in the shareholders' equity under "Surplus on revaluation of assets", and decrease from cost recorded as loss from decrease in revaluation of assets in the statements of comprehensive income.

Depreciation

Depreciation is calculated based on the depreciable amount of plant and equipment, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight - line basis over the estimated useful lives of each component of an item of property, plant and equipment as follows:

	Period of time
Land improvement	20 years
Buildings and structures	20 years
Buildings and land	20 years
Machinery and equipment	10 - 25 years
Tools and equipment	3 - 20 years
Fixtures and equipment	3 - 10 years
Vehicles	5 - 7 years
Molds	5 years

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day - to - day servicing of property, plant and equipment are recognized in profit or loss as incurred.

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4.7 Leases

Leases - where the Company is the lessee

At inception of a contract, the Company assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company recognizes a right - of - use (ROU) asset and a lease liability at the lease commencement date. The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, initial direct costs and estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any incentive received.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Company uses the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows :

- fixed payments including in - substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price, under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period; and
- payments of penalties for early termination of a lease if the Company is reasonably certain to terminate early.

To apply a cost model, the Company measures the ROU asset at cost, less accumulated depreciation and accumulated impairment loss and adjusted for any remeasurement of the lease liability. The ROU asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term. However, if the lease transfers ownership of the underlying asset to the Company by the end of the lease term or if the cost of the ROU asset reflects that the Company will exercise a purchase option, the Company depreciates the ROU asset from the commencement date

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to the end of the useful life of the underlying asset. The useful life of the ROU asset is determined on the same basis as those of property, plant and equipment.

The lease liability is re - measured when there is a change in future lease payments arising from the following items :

- a change in an index or a rate used to determine those payments
- a change in the Company's estimate of the amount expected to be payable under a residual value guarantee
- the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is re - measured to reflect changes to the lease payments, the Company recognizes the amount of the remeasurement of the lease liability as an adjustment to the ROU asset. However, if the carrying amount of the ROU asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Company recognizes any remaining amount of the remeasurement in profit or loss.

Short - term leases and leases of low - value assets

The Company has elected not to recognize ROU assets and lease liabilities for short - term leases that have a lease term of 12 months or less and leases of low - value assets. The Company recognizes the lease payments associated with these leases as an expense on a straight - line basis over the lease term.

Leases - where the Company is the lessor

The Company determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Company makes an overall assessment of whether the lease transfer substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

When assets are leased out under a finance lease, the present value of the lease payments is recognized as a receivable. The difference between the gross receivable and the present value of the receivable is recognized as unearned finance income. Lease income is recognized over the term of the lease using the net investment method, which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivable and reduce the amount of income recognized over the lease term.

Assets leased out under operating leases are included in property, plant and equipment in the statement of financial position. They are depreciated over their expected useful lives on a basis consistent with other similar property, plant and equipment owned by the Company. Rental income (net of any incentives given to lessees) is recognized on a straight - line basis over the lease term.

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4.8 Intangible assets

Other intangible assets that are acquired by the Company and have finite useful lives are measured at cost less accumulated amortization and accumulated impairment losses (if any).

Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognized in profit or loss as incurred.

Amortization

Amortization is calculated over the cost of the asset, or other amount substituted for cost, less its residual value.

Amortization is recognized in profit or loss on a straight - line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives for the current and comparative periods are as follows :

	Period of time
Computer software	1 - 10 years

Amortization methods, useful lives and residual values are reviewed at each financial year - end and adjusted if appropriate.

4.9 Impairment of assets

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

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

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Calculation of recoverable amount

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

Reversals of impairment

Impairment losses recognized in prior periods in respect of other non - financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

4.10 Trade and other accounts payable

Trade and other accounts payable are presented at cost.

4.11 Employee benefits

Provident fund

The Company have established provident fund under the defined contribution plan. The fund's assets are separated entitles which are administered by the external fund manager. The fund is contributed to both by the employees and the Company at the same rate of 2 - 4% of employees' salaries. The fund contribution payments to the provident fund were recorded as expenses in the statements of income in the incurred period.

Employee benefit

Short - term employee benefits

The Company salaries, wages, bonuses and contributions to the social security fund are recognized as expenses when incurred post - employment benefits

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Defined contribution plans

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

Defined benefit plans

The Company have obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treat these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a qualified actuary based on actuarial techniques, using the projected unit credit method.

Actuarial profit and losses arising from other long - term benefits are recognized immediately in profit or loss.

4.12 Provisions

The Company recognizes liabilities, provisions and expenses in the financial statements when the Company has a legal obligation or probable obligation as a result of past events. It is probable that to settle the obligation the Company's outflow resources may be required, and a reliable estimate amount of that obligation can be determined. If company expected to receive expenditure that paid for all or some part of provision, the company will recognize that expenditure to asset but that amount won't exceed the related provision.

4.13 Related party transactions

Related parties comprise enterprises and individuals that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company. They also include individuals which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

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4.14 Foreign currencies

Foreign currency transactions are translated into Baht at the exchange rates ruling on the transaction dates. Assets and liabilities denominated in foreign currencies outstanding at the reporting date are translated into Baht at the exchange rates ruling on the financial position date.

Profit and losses on exchange are included in determining comprehensive income.

4.15 Revenue recognition

- Sales of goods are recognized when the company has transferred the control of the goods of ownership have passed to the customers, with revenue being recognized at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods. Sales are the invoiced value, excluding value added tax, of goods supplied after deducting discounts and allowances.
- Revenue from rendering of service under service agreement in a short - term period is recognized by the percentage of completion which is based on the proportion of actual costs to the total estimated costs by considering the effects to the most recent estimates of total costs, coupled with the consideration of the physical completion estimated by the engineer.

The recognized revenue which is not yet due per the contracts has been presented under the caption of “Contract assets” in the statement of financial position. The amounts recognized as contract assets are reclassified to other receivables when the Company’s right to consideration is unconditional. The obligation to provide to a customer for which the Company has received from the customer is presented under the caption of “Contract liabilities” in the statement of financial position. Contract liabilities are recognized as revenue when the Company perform under the contract.

- Interest income is recognized on an accrual basis, using the effective interest method.
- Others income are recognized on an accrual basis.

4.16 Expenses

- Costs of service rendering are recognized in accordance with the percentage of work completed based on total estimated costs. Provision for anticipated losses on costs of service rendering is made in the accounts in full when the possibility of loss is ascertained. Differences between the estimated costs and the actual costs are recognized as current assets or current liabilities in the statement of financial position.
- Expenses are recognized on an accrual basis.

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4.17 Finance costs

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration, losses on disposal of available - for - sale financial assets, dividends on preference shares classified as liabilities, fair value losses on financial assets at fair value through profit or loss, impairment losses recognized on financial assets (other than trade receivables), and losses on hedging instruments that are recognized in profit or loss.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest method.

4.18 Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to a business combination, or items recognized directly in equity or in other comprehensive income.

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

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

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date. In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Company to change its judgment regarding the adequacy

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of existing tax liabilities. Such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

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

4.19 Earnings (loss) per share

Basic earnings (loss) per share

Basic earnings (loss) per share is calculated by dividing the profit (loss) for the year attributable to the ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

Diluted profit (loss) per share

Diluted earnings (loss) per share is calculated by dividing profit (loss) for the year attributable to the ordinary shareholders of the Company by the weighted average number of shares of ordinary shares outstanding during the year after adjusting for the effects of dilutive potential ordinary shares.

4.20 Segment information

Business segments provide products and services that are subject to risks and returns that are different from those of other business segments. Geographic segments provide products or services within a particular economic environment that is subject to risks and returns that are different from those of components operating in other economic environments.

Segment information is presented by business segments and geography segments of the operations.

4.21 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted

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market price is not available, the Company measure fair value using valuation technique that are appropriate in the circumstances and maximize the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

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

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

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

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5. TRANSACTIONS WITH RELATED PERSONS AND PARTIES

Significant related persons and parties' transactions can be summarized as follow :

5.1 The Company has relation with related persons and parties as follow :

Related persons or parties	Type of business	Type of relation
Prairie Marketing Co., Ltd.	Consumer products trader	Common directors
Advanced Nanotech Co., Ltd.	Selling energy saving equipment	Common directors
T.Thai Snack Foods Co., Ltd.	Baked seasoned squid, Coated peanut	Common directors
Chaiwattana construction materials Co., Ltd	Manufacture of articles of concrete for construction	Common directors
Karrie Automotive Investment Co., Ltd.	Manufacturers and distributors of products plastics & metals and electronic manufacturing services business	Shareholder
Mr. Sumate Techakraisri	-	Director
Management	-	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director of the Company (whether executive or otherwise).

5.2 The pricing policies for transactions with related persons and parties are explained further as below :

- 1) Revenue from sales has the pricing policy for purchase and sale with the related parties at the market price the same basis as to other parties in the normal course of business.
- 2) Office rental starts from April 1, 2019 - March 31, 2022 at rate of Baht 66,550 per month.
- 3) As at December 31, 2021, the Company made an installment of an energy - saving machine with a related company in the amount of Baht 5.40 million, the installment is ranging from 36 months at approximately Baht 0.15 million per month. Current portion of long - term liabilities amount of Baht 0.45 million and presented as "Current liabilities".

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5.3 Transactions with related persons and parties

Assets and liabilities with related persons and parties as at December 31, 2021 and 2020 are as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
<u>Trade receivable</u>		
Prairie Marketing Co., Ltd.	469,302.00	553,404.00
Chaiwattana construction materials Co., Ltd	239,145.00	-
Total trade receivable	708,447.00	553,404.00

	(Unit : Baht)			
	As at			As at
	January 1, 2021	Increase	(Decrease)	December 31, 2021
<u>Lease liabilities</u>				
Advanced Nanotech Co., Ltd.				
Lease liabilities	2,250,000.00	-	(1,800,000.00)	450,000.00
Deferred interest expenses	(87,506.31)	-	83,043.53	(4,462.78)
Total	2,162,493.69	-	(1,716,956.47)	445,537.22
Director				
Lease liabilities	998,250.00	-	(798,600.00)	199,650.00
Deferred interest expenses	(38,823.62)	-	36,843.64	(1,979.98)
Total	959,426.38	-	(761,756.36)	197,670.02
Lease liabilities - net	3,121,920.07	-	(2,478,712.83)	643,207.24

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Revenues and expenses with the related persons and parties for the year ended December 31, 2021 and 2020 are as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
<u>Managements and directors's remuneration</u>		
Short - term employee benefit		
- Managements	25,373,783.76	24,451,525.00
- Directors	2,919,000.00	2,919,000.00
Post - employment benefits	1,054,959.96	644,964.96
Total	29,347,743.72	28,015,489.96

6. CASH AND CASH EQUIVALENTS

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Cash	180,000.00	180,000.00
Saving accounts	69,236,732.47	54,073,661.62
Current accounts	2,110,502.35	159,176.46
Total cash and cash equivalents	71,527,234.82	54,412,838.08

Saving accounts carry floating interest rate as specified by the bank.

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7. TRADE AND OTHER CURRENT RECEIVABLES

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Trade receivables	245,677,940.87	208,428,943.40
(Less) Allowance for expected credit loss	-	-
Total trade receivables	245,677,940.87	208,428,943.40
Other current receivables :		
Prepaid expenses	616,736.84	963,884.82
Advance payment	13,220,762.18	12,290,088.38
Accrued income	204,958.92	300,708.90
Other	6,229,580.56	4,237,686.24
(Less) Allowance for expected credit loss	-	-
Total other current receivables	20,272,038.50	17,792,368.34
Total trade and other current receivables	265,949,979.37	226,221,311.74
The aging of the outstanding trade receivables are as follows :		
Trade receivables not yet due	170,058,298.79	136,859,397.71
Trade receivables overdue :		
Less than 3 months	75,619,642.08	71,567,927.53
Over 3 months to 6 months	-	1,618.16
Over 6 months to 12 months	-	-
Over 12 months	-	-
Total trade receivables	245,677,940.87	208,428,943.40

From past payment experience and forward looking. In addition, the management continuously monitors the outstanding receivables expected to be able to collect the whole amount of debt. Therefore no provision for loss from receivables.

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8. CONTRACT ASSETS

Consist of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Contract assets		
Unbilled trade receivables	74,890,509.50	81,088,373.49
Total contract assets	74,890,509.50	81,088,373.49
Contract liabilities		
Advance payment	1,776,681.38	1,315,326.06
Total contract liabilities	1,776,681.38	1,315,326.06

9. INVENTORIES - NET

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Raw materials and others	62,126,157.17	57,634,617.50
Work in process	16,708,694.55	9,986,270.52
Finished goods	23,711,333.59	21,320,985.27
Total inventories	102,546,185.31	88,941,873.29
(Less) Allowance for declining in inventory valuation	(4,579,527.59)	(7,663,731.06)
Total inventories - net	97,966,657.72	81,278,142.23

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021**

Allowance for declining in inventory valuation is changed during the year as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Beginning balance	(7,663,731.06)	(5,277,005.96)
(Increase)	(451,770.49)	(3,902,809.43)
Decrease	3,535,973.96	1,516,084.33
Ending balance	(4,579,527.59)	(7,663,731.06)

As at December 31, 2021 and 2020, the Company has recorded allowance for declining in inventory valuation amount of Baht 0.45 million and Baht 3.90 million, respectively and reversed allowance amount of Baht 3.54 million and Baht 1.52 million, respectively. According to the Company reserved the provision of inventory decrease for production and distribution within the year.

10. OTHER CURRENT FINANCIAL ASSETS

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
<u>Investments measured at fair value through profit or loss</u>		
Investment in debt instruments - opened end fund	-	1,001.27
Total	-	1,001.27

The movement transactions investment debt instruments - opened end fund for the year ended December 31, 2021 as follow :

	(Unit : Baht)
<u>Investments measured at fair value through profit or loss</u>	
As at January 1, 2021	1,001.27
Purchase during the year	-
Profit from fair value adjustment	0.85
Sell during the year	(1,002.12)
As at December 31, 2021	-

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

11. PROPERTY, PLANT AND EQUIPMENT - NET

The movement transactions of property, plant and equipment for the year ended December 31, 2021 and 2020 as follow :

(Unit : Baht)

	Land	Revaluation surplus	Land improvement	Buildings and structures	Buildings and land	Machineries and equipment	Tools and equipment	Fixtures and equipment	Vehicles	Molds	Work in progress	Total
<u>At cost</u>												
As at January 1, 2020	45,191,709.76	149,380,390.24	13,575,428.10	241,632,369.01	3,274,906.00	735,367,031.62	239,508,232.42	45,476,943.95	26,886,801.09	95,833,259.74	22,068,002.71	1,618,195,074.64
Purchases	-	-	-	50,000.00	-	10,952,858.07	9,454,654.12	1,354,438.13	-	108,194.58	19,568,771.92	41,488,916.82
Write - off	-	-	-	-	-	(8,608,464.66)	(10,179,027.27)	-	-	-	-	(18,787,491.93)
Transfer in (Transfer out)	-	-	2,925,525.00	2,513,225.16	-	4,632,400.00	3,253,477.00	350,200.00	-	-	(13,674,827.16)	-
As at December 31, 2020	45,191,709.76	149,380,390.24	16,500,953.10	244,195,594.17	3,274,906.00	742,343,825.03	242,037,336.27	47,181,582.08	26,886,801.09	95,941,454.32	27,961,947.47	1,640,896,499.53
Purchases	-	-	123,000.00	766,386.00	-	5,654,085.15	12,173,512.74	1,814,301.87	3,128,000.00	-	13,262,555.85	36,921,841.61
Write - off	-	-	-	-	-	(7,833,698.78)	(9,151,632.11)	(2,760,942.27)	(1,599,831.00)	-	-	(21,346,104.16)
Transfer in (Transfer out)	-	-	216,000.00	2,412,500.00	-	28,912,200.00	1,241,660.00	-	-	3,736,860.76	(36,519,220.76)	-
As at December 31, 2021	45,191,709.76	149,380,390.24	16,839,953.10	247,374,480.17	3,274,906.00	769,076,411.40	246,300,876.90	46,234,941.68	28,414,970.09	99,678,315.08	4,705,282.56	1,656,472,236.98

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

(Unit : Baht)

	Land	Revaluation surplus	Land improvement	Buildings and structures	Buildings and land	Machineries and equipment	Tools and equipment	Fixtures and equipment	Vehicles	Molds	Work in progress	Total
<u>Accumulated depreciation</u>												
As at January 1, 2020	-	-	(9,026,959.93)	(178,916,295.55)	(2,505,656.29)	(446,266,803.32)	(190,432,629.15)	(41,843,110.18)	(13,244,586.92)	(95,673,181.50)	-	(977,909,222.84)
Depreciation for the year	-	-	(812,110.69)	(11,693,330.12)	(162,566.05)	(34,201,102.21)	(11,790,698.32)	(1,420,001.89)	(611,770.26)	(164,780.96)	-	(60,856,360.50)
Write - off	-	-	-	-	-	7,644,002.75	1,057,562.00	-	-	-	-	8,701,564.75
Transfer in (Transfer out)	-	-	-	-	-	-	-	-	-	-	-	-
As at December 31, 2020	-	-	(9,839,070.62)	(190,609,625.67)	(2,668,222.34)	(472,823,902.78)	(201,165,765.47)	(43,263,112.07)	(13,856,357.18)	(95,837,962.46)	-	(1,030,064,018.59)
Depreciation for the year	-	-	(1,002,084.15)	(11,140,525.20)	(162,122.05)	(34,404,493.46)	(9,325,642.28)	(1,439,220.18)	(798,629.99)	(800,649.40)	-	(59,073,366.71)
Write - off	-	-	-	-	-	6,911,587.06	302,800.56	2,736,307.34	720,133.13	-	-	10,670,828.09
Transfer in (Transfer out)	-	-	-	-	-	-	-	-	-	-	-	-
As at December 31, 2021	-	-	(10,841,154.77)	(201,750,150.87)	(2,830,344.39)	(500,316,809.18)	(210,188,607.19)	(41,966,024.91)	(13,934,854.04)	(96,638,611.86)	-	(1,078,466,557.21)
<u>Net book value</u>												
As at December 31, 2020	45,191,709.76	149,380,390.24	6,661,882.48	53,585,968.50	606,683.66	269,519,922.25	40,871,570.80	3,918,470.01	13,030,443.91	103,491.86	27,961,947.47	610,832,480.94
As at December 31, 2021	45,191,709.76	149,380,390.24	5,998,798.33	45,624,329.30	444,561.61	268,759,602.22	36,112,269.71	4,268,916.77	14,480,116.05	3,039,703.22	4,705,282.56	578,005,679.77

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

(Unit : Baht)

	Land	Revaluation surplus	Land improvement	Buildings and structures	Buildings and land	Machineries and equipment	Tools and equipment	Fixtures and equipment	Vehicles	Molds	Work in progress	Total
<u>At cost</u>												
As at January 1, 2019	45,191,709.76	149,380,390.24	13,558,988.10	239,505,419.01	3,274,906.00	711,404,756.20	235,916,656.03	44,827,687.87	26,886,801.09	95,833,259.74	25,949,390.00	1,591,729,964.04
Purchases	-	-	16,440.00	186,600.00	-	1,981,784.50	19,135,848.94	1,355,041.31	-	-	23,785,286.00	46,461,000.75
Write - off	-	-	-	-	-	(1,943,059.08)	(16,567,272.55)	(705,785.23)	-	-	-	(19,216,116.86)
Transfer in (Transfer out)	-	-	-	1,940,350.00	-	23,923,550.00	1,023,000.00	-	-	-	(27,666,673.29)	(779,773.29)
As at December 31, 2019	45,191,709.76	149,380,390.24	13,575,428.10	241,632,369.01	3,274,906.00	735,367,031.62	239,508,232.42	45,476,943.95	26,886,801.09	95,833,259.74	22,068,002.71	1,618,195,074.64
Purchases	-	-	-	50,000.00	-	10,952,858.07	9,454,654.12	1,354,438.13	-	108,194.58	19,568,771.92	41,488,916.82
Write - off	-	-	-	-	-	(8,608,464.66)	(10,179,027.27)	-	-	-	-	(18,787,491.93)
Transfer in (Transfer out)	-	-	2,925,525.00	2,513,225.16	-	4,632,400.00	3,253,477.00	350,200.00	-	-	(13,674,827.16)	-
As at December 31, 2020	45,191,709.76	149,380,390.24	16,500,953.10	244,195,594.17	3,274,906.00	742,343,825.03	242,037,336.27	47,181,582.08	26,886,801.09	95,941,454.32	27,961,947.47	1,640,896,499.53

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

(Unit : Baht)

	Land	Revaluation surplus	Land improvement	Buildings and structures	Buildings and land	Machineries and equipment	Tools and equipment	Fixtures and equipment	Vehicles	Molds	Work in progress	Total
<u>Accumulated depreciation</u>												
As at January 1, 2019	-	-	(8,330,380.76)	(167,086,336.48)	(2,343,537.87)	(411,622,418.83)	(185,072,754.67)	(41,112,995.78)	(12,880,007.45)	(95,169,612.90)	-	(923,618,044.74)
Depreciation for the year	-	-	(696,579.17)	(11,829,959.07)	(162,118.42)	(36,989,056.54)	(12,127,175.18)	(1,435,845.63)	(364,579.47)	(503,568.60)	-	(64,108,882.08)
Write - off	-	-	-	-	-	1,564,898.76	6,767,300.70	705,731.23	-	-	-	9,037,930.69
Transfer in (Transfer out)	-	-	-	-	-	779,773.29	-	-	-	-	-	779,773.29
As at December 31, 2019	-	-	(9,026,959.93)	(178,916,295.55)	(2,505,656.29)	(446,266,803.32)	(190,432,629.15)	(41,843,110.18)	(13,244,586.92)	(95,673,181.50)	-	(977,909,222.84)
Depreciation for the year	-	-	(812,110.69)	(11,693,330.12)	(162,566.05)	(34,201,102.21)	(11,790,698.32)	(1,420,001.89)	(611,770.26)	(164,780.96)	-	(60,856,360.50)
Write - off	-	-	-	-	-	7,644,002.75	1,057,562.00	-	-	-	-	8,701,564.75
Transfer in (Transfer out)	-	-	-	-	-	-	-	-	-	-	-	-
As at December 31, 2020	-	-	(9,839,070.62)	(190,609,625.67)	(2,668,222.34)	(472,823,902.78)	(201,165,765.47)	(43,263,112.07)	(13,856,357.18)	(95,837,962.46)	-	(1,030,064,018.59)
<u>Net book value</u>												
As at December 31, 2019	45,191,709.76	149,380,390.24	4,548,468.17	62,716,073.46	769,249.71	289,100,228.30	49,075,603.27	3,633,833.77	13,642,214.17	160,078.24	22,068,002.71	640,285,851.80
As at December 31, 2020	45,191,709.76	149,380,390.24	6,661,882.48	53,585,968.50	606,683.66	269,519,922.25	40,871,570.80	3,918,470.01	13,030,443.91	103,491.86	27,961,947.47	610,832,480.94

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

Depreciation for the year ended December 31, 2021, in amount of Baht 59.07 million was included in cost of sales and rendering of services amount of Baht 54.27 million was included in administrative expenses amount of Baht 4.80 million.

As at December 31, 2021 and 2020, land, buildings, machineries and equipment in the cost amount of Baht 669.79 million and Baht 676.38 million, respectively computed to the net book value amount of Baht 201.05 million and Baht 223.65 million, respectively, are pledged as collateral for bank overdrafts and short - term borrowings from financial institutions in Note 16.

As at December 31, 2021 and 2020, a part of tools and equipment in the cost amount of Baht 63.08 million and Baht 65.81 million, respectively, they were pledged under financial leases agreements.

As at December 31, 2021, a part of vehicle in the cost amount of Baht 3.13 million, was pledged under hire purchase agreement.

As at December 31, 2021 and 2020, a part of equipment in the cost amount of Baht 680.26 million and Baht 603.14 million, respectively, which are fully depreciated but still operated.

As at December 31, 2021, the Company's land is stated at appraised value, reports dated January 29, 2018, of the independent appraiser. Appraised value of land, which based on Cost Approach, Revaluation surplus of fixed assets under "Shareholders' Equity" in the statement of financial position. The revaluation surplus of fixed assets is not available for dividend distribution.

As at December 31, 2021, Fair value is in level 2 of the fair value hierarchy.

12. RIGHT - OF - USE ASSETS - NET

The statement of financial position included following transactions relating to leases as follow :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Right - of - use assets		
Building and building improvements	731,179.40	2,024,058.41
Furniture, fixtures and office equipment	1,075,096.65	1,664,301.33
Tools and equipment	379,565.67	586,653.10
Total right - of - use assets - net	2,185,841.72	4,275,012.84

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

For the year ended December 31, 2021 and 2020, amounts charged to profit or loss and cash flows relating to leases are as follows:

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Depreciation charge of right - of - use assets		
Building and building improvements	1,292,879.03	1,296,421.17
Furniture, fixtures and office equipment	589,204.66	590,818.90
Tools and equipment	207,087.43	34,609.13
Total depreciation right - of - use assets	2,089,171.12	1,921,849.20
Addition to the right - of - use assets during the year	-	6,196,862.04
Total cash outflow for leases :		
Principal paid	2,078,362.12	1,803,941.29
Interest paid	207,037.88	292,458.71
Total	2,285,400.00	2,096,400.00
Expense relating to short - term leases	1,828,766.70	2,072,135.34

13. OTHER INTANGIBLE ASSETS - NET

The movement transactions for the year ended December 31, 2021 and 2020 are as follow :

	(Unit : Baht)			
	Balance			Balance
	as at			as at
	January 1, 2021	Increase	(Decrease)	December 31, 2021
Computer software	42,578,170.90	2,065,500.00	-	44,643,670.90
(Less) Amortization	(35,892,557.03)	(1,919,543.12)	-	(37,812,100.15)
Total other intangible assets - net	6,685,613.87	145,956.88	-	6,831,570.75

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

	(Unit : Baht)			
	Balance			Balance
	as at			as at
	January 1, 2020	Increase	(Decrease)	December 31, 2020
Computer software	42,188,170.90	390,000.00	-	42,578,170.90
(Less) Amortization	(34,048,159.24)	(1,844,397.79)	-	(35,892,557.03)
Total other intangible assets - net	8,140,011.66	(1,454,397.79)	-	6,685,613.87

As at December 30, 2021 and 2020, the Company has other intangible assets which are fully amortized but still operated in the cost amount of Baht 29.99 million and Baht 28.98 million, respectively.

14. DEFERRED TAX ASSETS AND LIABILITIES - NET

As at December 31, 2021 and 2020, the components of deferred tax assets and liabilities are as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Deferred tax assets	36,130,940.14	38,684,613.34
Deferred tax liabilities	(36,143,864.90)	(34,686,431.14)
Deferred tax assets and liabilities - net	(12,924.76)	3,998,182.20

Movements in total deferred tax assets and liabilities during the year are as follows :

	(Unit : Baht)				
	(Changed) / credited to :				
	As at	Other			As at
	January 1,	Profit	comprehensive	Share holders'	December 31,
	2021	(Loss)	income	Equity	2021
Deferred tax assets					
Allowance for declining in inventory valuation	1,532,746.20	(616,840.69)	-	-	915,905.51
Right - of - use assets	23,581.59	2,161.79	-	-	25,743.38
Provisions for employee benefits	5,997,763.76	122,997.15	-	-	6,120,760.91
Other current provisions	14,003.42	(9,799.11)	-	-	4,204.31
Tax losses that have not been used	31,116,518.37	(2,052,192.34)	-	-	29,064,326.03
Total deferred tax assets	38,684,613.34	(2,553,673.20)	-	-	36,130,940.14

Authorized Signatory.....Director

(Mr. Sumate Techakraisri)

Authorized Signatory.....Director

(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

(Unit : Baht)

	(Changed) / credited to :				As at December 31, 2021
	As at January 1, 2021	Profit (Loss)	Other comprehensive income	Share holders' Equity	
Deferred tax liabilities					
Depreciation machine and equipment	(4,810,353.09)	(1,457,433.76)	-	-	(6,267,786.85)
Revaluation surplus on fixed assets	(29,876,078.05)	-	-	-	(29,876,078.05)
Total deferred tax liabilities	(34,686,431.14)	(1,457,433.76)	-	-	(36,143,864.90)
Total income tax		(4,011,106.96)			

(Unit : Baht)

	(Changed) / credited to :				As at December 31, 2020
	As at January 1, 2020	Profit (Loss)	Other comprehensive income	Share holders' Equity	
Deferred tax assets					
Allowance for declining in inventory valuation	1,055,401.19	477,345.01	-	-	1,532,746.20
Right - of - use assets	-	23,581.59	-	-	23,581.59
Provisions for employee benefits	5,728,199.24	269,564.52	-	-	5,997,763.76
Other current provisions	4.74	13,998.68	-	-	14,003.42
Tax losses that have not been used	33,164,482.20	(2,047,963.83)	-	-	31,116,518.37
Total deferred tax assets	39,948,087.37	(1,263,474.03)	-	-	38,684,613.34
Deferred tax liabilities					
Depreciation machine and equipment	(1,031,547.86)	(3,778,805.23)	-	-	(4,810,353.09)
Revaluation surplus on fixed assets	(29,876,078.05)	-	-	-	(29,876,078.05)
Total deferred tax liabilities	(30,907,625.91)	(3,778,805.23)	-	-	(34,686,431.14)
Total income tax		(5,042,279.26)			

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021****15. OTHER NON - CURRENT ASSETS**

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Withholding tax refundable	17,219,952.55	30,766,177.66
Deferred expenses	19,944,111.34	20,998,136.14
Others	262,547.29	269,147.29
Total other non - current assets	37,426,611.18	52,033,461.09

16. BANK OVERDRAFTS AND SHORT - TERM BORROWINGS FROM FINANCIAL INSTITUTIONS

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Bank overdrafts	-	-
Short - term borrowings from financial institutions	458,000,000.00	474,000,000.00
Total bank overdrafts and short - term borrowings from financial institutions	458,000,000.00	474,000,000.00

As at December 31, 2021 and 2020, the Company has credit facilities with financial institutions covering bank overdraft and short - term borrowings from financial institutions in amount of Baht 690.00 million and Baht 690.00 million, respectively, for the short - term borrowings are promissory notes. The Company bears interest at the rate of 2.87% - 4.25% per annum which have maturity date during January 5, 2022 to March 29, 2022.

The movement transactions of short - term borrowings from financial institutions for the year ended December 31, 2021 as follows :

	(Unit : Baht)
Beginning as at January 1, 2021	474,000,000.00
Add Drawdown	1,849,000,000.00
(Less) Repayment	(1,865,000,000.00)
Ending as at December 31, 2021	458,000,000.00

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

17. TRADE AND OTHER CURRENT PAYABLES

Consists of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Trade payables	116,196,904.43	102,041,733.28
Other current payables	69,249,000.04	50,701,143.60
Asset payables	1,732,326.00	6,986,066.77
Total trade and other current payables	187,178,230.47	159,728,943.65

18. LEASE LIABILITIES

	(Unit : Baht)		
	Lease liabilities	Deferred interest	Net
As at December 31, 2021			
Due within one year	13,664,853.04	(1,327,096.12)	12,337,756.92
Due after one year but within five years	17,814,308.92	(1,001,276.87)	16,813,032.05
Total	31,479,161.96	(2,328,372.99)	29,150,788.97
As at December 31, 2020			
Due within one year	16,365,516.08	(2,043,886.81)	14,321,629.27
Due after one year but within five years	29,117,560.96	(2,164,505.47)	26,953,055.49
Total	45,483,077.04	(4,208,392.28)	41,274,684.76

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

19. PROVISIONS FOR EMPLOYEE BENEFITS

An independent actuary appraised of the Company's obligations for employees' long - term benefits using the projected unit credit method. The Company has provided the provision for employees' long - term benefits as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Current portion of employee benefit obligations	3,896,625.96	1,602,761.00
Employee benefit obligations - net	26,707,178.60	28,386,057.76
Total employee benefit obligations	30,603,804.56	29,988,818.76

Movement in the present value of the defined employee benefits obligations :

	(Unit : Baht)	
	2021	2020
For the year ended December 31,		
Defined benefit obligations as at January 1,	29,988,818.76	29,028,461.00
Current service costs and interest from obligation	3,626,384.04	3,644,102.00
Benefits paid by the plan	(3,011,398.24)	(2,683,744.24)
Defined benefit obligations as at December 31,	30,603,804.56	29,988,818.76

Expenses included in the statements of comprehensive income for the years ended December 31, 2021 and 2020 were as follows :

	(Unit : Baht)	
	2021	2020
Current service costs	2,728,283.93	2,772,017.00
Interest from obligation	898,100.11	872,085.00
Total	3,626,384.04	3,644,102.00

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Principal actuarial assumptions as at the reporting date.

	2021	2020
Discount rate (% per annum)	2.71 - 2.94	2.71 - 2.94
Salary increase rate (% per annum)	3.04 - 3.71	3.04 - 3.71
Retirement age (Year)	60	60
Turnover rate	According to the age range of employees	According to the age range of employees
Mortality rate	TMO2017	TMO2017

The result of sensitivity analysis for significant assumptions that affect the present value of the long - term employees benefit obligations as at December 31, 2021 and 2020, are summarized as below :

	(Unit : Baht)			
	Change of the present value of the employees benefit obligations increase (decrease)			
	Increase 0.5%		Decrease 0.5%	
	2021	2020	2021	2020
Discount rate	(1,190,587.00)	(1,202,173.00)	1,269,355.00	1,283,596.00
Salary increase rate	1,587,069.00	1,423,301.00	(1,496,230.00)	(1,343,186.00)
Turnover rate	(1,660,669.00)	(1,490,260.00)	1,774,488.00	1,590,516.00

The sensitivity analysis presented above may not be representative of the actual change in employee benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Analysis of the maturity of the amount of employee benefits expected to be paid in the future as at December 31, 2021 and 2020 are as follows :

	(Unit : Baht)	
	2021	2020
Employee benefits expected to be paid in the first year	3,896,625.96	1,602,761.00
Employee benefits expected to be paid in the 2nd - 5th year	14,754,322.21	15,974,448.00
Employee benefits expected to be paid in the 6th - 10th year	15,058,888.84	16,562,468.00
Employee benefits expected to be paid in the 11th - 15th year	8,380,620.93	12,655,518.00

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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021****20. SHARE CAPITAL, SHARE PREMIUM AND WARRANTS****20.1 Share capital**

As at December 31, 2021 and 2020 consist of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
<u>Authorized share capital</u>		
Beginning balance	350,780,000.00	214,000,000.00
Increase Share capital	-	136,780,000.00
Ending Balance	350,780,000.00	350,780,000.00
<u>Issued and paid - up capital share</u>		
Beginning balance	237,780,000.00	214,000,000.00
Increase Issued and paid - up capital	-	23,780,000.00
Ending balance	237,780,000.00	237,780,000.00

In accordance of the Annual General Shareholders' Meeting for year 2020 on October 21, 2020, the shareholders have resolutions on the following matters.

To approved the increase of the Company's registered capital of 136,780,000 baht from the existing registered capital of 214,000,000 baht to be totaling the registered capital 350,780,000 baht by issuing 136,780,000 new ordinary shares with a par value of 1.00 baht, with the follows details.

- 1) The capital increase of 23,780,000 baht by issuing ordinary shares of 23,780,000 shares, with a par value of 1.00 baht per share for sale to private placement offered in conjunction with the issuance and offering of warrants to purchase newly issued ordinary shares to private placement.
- 2) The capital increase of 48,000,000 baht by issuing ordinary shares of 48,000,000 shares, with a par value of 1.00 baht per share, to support the exercise of rights under the warrants to purchase the Company's newly issued ordinary shares, which was issued and allocated under a private placement, No. 1 ("TKT-W1") and the warrants to purchase the newly issued ordinary shares of the Company. Which is issued and allocated under a private placement, No. 3 ("TKT-W3"). In thus regard TKT-W3 and TKT-W1 will use the same group of newly issued ordinary shares to support the exercise rights since it is a warrant that has a

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condition of related use. In case TKT-W1 warrants are exercised, TKT-W3 warrants will not be able to exercise equal to the number of TKT-W1 warrants that have already been exercised.

- 3) The capital increase of 65,000,000 baht by issuing ordinary shares of 65,000,000 shares with a par value of 1.00 baht per share to support the exercise of rights under the warrants to purchase the Company's newly issued ordinary shares which was issued and allocated under a private placement, No. 2 ("TKT-W2").

On October 28, 2020, the Company registered an increase in capital with the Department of Business Development, Ministry of Commerce amount 136,780,000 baht, to be total registered shares 350,780,000 shares with a par value of 1.00 baht per share.

20.2 Share premium

As at December 31, 2021 and 2020 consist of :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
<u>Share premium</u>		
Beginning balance	147,935,897.71	144,236,932.71
Increase Capital in ordinary shares	-	3,698,965.00
Ending balance	147,935,897.71	147,935,897.71

According to the provision of the Limited Public Company Act, B.E. 2535 (1992) section 51 in the case that the company has proposed to sell share higher than the value of the share that has been registered, the Company must set this excessive share amount as backup capital ("share value excessive part"). This share value excessive part cannot be paid as dividend.

20.3 Warrants

In accordance of the Annual General Shareholders' Meeting for year 2020 on October 21, 2020, the shareholders have resolutions on the following matters.

- 1) To approve the issuance and offering of newly issued ordinary shares on a specific basis to a private placement, Karrie Automotive Investment Limited (KAI), of 23,780,000 shares, with a par value of 1.00 baht per share, at the offering price of 1.30 baht per share, with a total of 30,914,000 baht which is offered in conjunction with the warrants to purchase newly issued ordinary shares to the private placement.

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- 2) To approve the issuance and offering of warrants to purchase ordinary shares of the Company, No. 1 (TKT-W1), No. 2 (TKT-W2) and No. 3 (TKT-W3) to KAI, which is offered in conjunction with newly issued ordinary shares according to Article 1) whit free of charge.
- 3) To consider and approve the request for a waiver of the tender offer for all securities of the Company by virtue of the resolution of the general meeting of shareholders (Whitewash) to KAI from the issuance of capital increase ordinary shares offered to a private placement and the exercise right of TKT-W1 to purchase the Company's ordinary shares.

Warrants to purchase ordinary shares

On October 28, 2020, the Company issued warrants to purchase ordinary shares No. 1 (TKT-W1), (TKT-W2) and (TKT-W3) of 113.00 million units to private placement in warrants in price of 0 baht. After the Company submitted an application to register the change of par value of the Company's share on October 28, 2020. The Company has changed the exercise price and the exercise ratio of the Company's warrant No. 1 (TKT-W1), (TKT-W2) and (TKT-W3). The details are as follows :

Name of warrants	: TKT-W1
Number of warrants	: 48.00 million units
Maturity of warrants	: 6 months from the issuing date
Offering price	: At Baht 0 per unit
Exercise ratio	: 1 warrant per 1 ordinary share
Exercise price	: 1.70 baht per share
Date of maturity	: April 15, 2021
Issued date	: October 29, 2020

Name of warrants	: TKT-W2
Number of warrants	: 65.00 million units
Maturity of warrants	: 2 years from the issuing date
Offering price	: At Baht 0 per unit
Exercise ratio	: 1 warrant per 1 ordinary share
Exercise price	: 1.60 - 2.00 baht per share
Date of maturity	: October 28, 2022
Issued date	: October 29, 2020

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Name of warrants	: TKT-W3
Number of warrants	: 48.00 million units
Maturity of warrants	: 2 years from the issuing date
Offering price	: At Baht 0 per unit
Exercise ratio	: 1 warrant per 1 ordinary share
Exercise price	: 1.70 baht per share
Date of maturity	: October 28, 2022
Issued date	: October 29, 2020

As at December 31, 2021, the remaining of unexercised warrants are 113.00 million units.

21. LEGAL RESERVE

According to the Public Companies Act BE 2535, the Company has appropriated its reserve as a legal reserve not less than 5% of the annual net profit deducted by the total accumulated deficit brought forward (if any) until the reserve reaches an amount not less than 10% of share capital. The legal reserve may not be distributed as dividends.

22. REVALUATION SURPLUS ON FIXED ASSETS - NET

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Revaluation surplus on land		
Beginning balance	149,380,390.24	149,380,390.24
Increase (Decrease)	-	-
Ending balance	149,380,390.24	149,380,390.24
(Less) Deferred tax liabilities	(29,876,078.05)	(29,876,078.05)
Total revaluation surplus on fixed assets - net	119,504,312.19	119,504,312.19

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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021****23. OTHERS INCOME**

Others income for the year ended December 31, 2021 and 2020 are as follows :

	(Unit : Baht)	
	2021	2020
Interest income	55,432.47	67,723.68
Revenue from other services	9,468,658.89	2,917,532.09
Revenue from sales of other materials	1,257,435.50	1,021,917.68
Revenue from sales of scrap	7,093,582.50	2,811,159.00
Realised gain on foreign exchange	199,225.04	102,377.01
Gain from fair value measurement	0.85	1.27
Others revenue	2,350,686.32	225,284.51
Gain from disposal debt instruments fund	-	60,527.59
Total others income	20,425,021.57	7,206,522.83

24. EXPENSES BY NATURE

Significant expenses by nature for the year ended December 31, 2021 and 2020 are as follows :

	(Unit : Baht)	
	2021	2020
Salary wages and other employee benefits	309,823,710.21	285,879,095.26
Depreciation and amortization	63,082,080.95	64,587,998.36
Raw materials and consumables used	591,870,902.72	450,253,831.60
Changes in inventories of finished goods and work in process	9,112,772.35	(2,363,899.15)
Cost of distributions	30,309,952.52	24,979,984.16

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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021****25. EARNINGS (LOSS) PER SHARE****25.1 Basic earnings (loss) per share**

Basic earnings (loss) per share for the year ended December 31, 2021 and 2020, were calculated by dividing profit (loss) for the year attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares as follows :

	2021	2020
Profit (loss) for the year (Baht)	13,592,005.74	(36,557,420.15)
Weighted average of ordinary shares (Share)	237,780,000.00	216,468,961.75
Basic earnings (loss) per share (Baht per share)	0.0572	(0.1689)

25.2 Diluted earnings (loss) per share

Diluted earnings (loss) per share is calculated by dividing the net profit (loss) attributable to shareholders by the weighted average number of ordinary shares in issue during the year adjusted for the effect of conversion of warrant to ordinary share.

The Company did not calculate diluted earnings (loss) per share for the year ended December 31, 2021, since the fair value of common share is lower than the warrant exercise price. There was no effect of dilutive potential common shares. Accordingly, diluted earnings (loss) per share is the same as basic earnings (loss) per share.

26. INCOME TAX (EXPENSE)

Income tax (expense) for the years ended December 31, 2021 and 2020 as follows :

	(Unit : Baht)	
	2021	2020
Income tax		
Corporate income tax for the year	-	-
Deferred income tax		
Deferred income tax effect of temporary difference and the reversal of temporary differences	(4,011,106.96)	(5,042,279.26)
Income tax (expense) in the comprehensive	(4,011,106.96)	(5,042,279.26)

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Reconciliation profit between accounting and tax are as follow :

	(Unit : Baht)			
	Tax rate		Tax rate	
	(%)	2021	(%)	2020
Accounting profit (loss) before income tax expense		17,603,112.70		(31,515,140.89)
Income tax using the Thai corporation tax rate	20	3,520,622.54	20	(6,303,028.18)
Expenses not treated as expenses under the revenue code		27,555.30		1,867,274.79
Revenues that are granted income tax exemption		(15,098.50)		-
Expenses that are deduct able at a greater amount		(202,134.63)		(3,952,473.91)
Expenses for charitable purpose exceed 2% of net profit		456,129.38		-
Temporary difference and the reversal of temporary differences		(3,787,074.09)		8,388,227.30
Total income tax		-		-

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27. SEGMENT INFORMATION

The Company's operations are manufacturing and distribution of plastic products as well as Molds design, Molds production and Molds repairing in which separate as follow :

(Unit : Million Baht)

	For the year ended December 31, 2021					
	Manufacturing and distribution of plastic products					
	A motor vehicle	Electrical appliance	Others	Total	Molds production and repairing	Total
Revenue	904.27	132.52	25.37	1,062.16	149.34	1,211.50
Operation profit	18.38	2.41	0.50	21.29	12.75	34.04
Finance costs						(16.44)
Income tax (expense)						(4.01)
Net profit						13.59
As at December 31, 2021						
Fixed, right - of - use assets and other intangible assets - net				538.65	48.37	587.02
Other assets						558.21
Total assets						1,145.23
Timing of revenue recognition						
At a point in time	904.27	132.52	25.37	1,062.16	-	1,062.16
Over time	-	-	-	-	149.34	149.34
Total	904.27	132.52	25.37	1,062.16	149.34	1,211.50

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(Unit : Million Baht)

For the year ended December 31, 2020						
Manufacturing and distribution of plastic products						
	A motor vehicle	Electrical appliance	Others	Total	Molds production and repairing	Total
Revenue	730.34	133.57	18.70	882.61	129.02	1,011.63
Operation profit (loss)	(11.17)	(8.08)	(0.95)	(20.20)	6.95	(13.25)
Finance costs						(18.27)
Income tax (expense)						(5.04)
Net (loss)						(36.56)
As at December 31, 2020						
Fixed, right - of - use assets and other intangible assets - net				571.81	49.98	621.79
Other assets						509.49
Total assets						1,131.28
Timing of revenue recognition						
At a point in time	730.34	133.57	18.70	882.61	-	882.61
Over time	-	-	-	-	129.02	129.02
Total	730.34	133.57	18.70	882.61	129.02	1,011.63

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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021**Geographic information

Revenue from external customers is based on the location of the customers.

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Thailand	1,194,782,610.58	995,034,509.06
South Africa	8,182,564.32	5,353,968.40
China	6,328,329.48	3,507,240.77
Argentina	1,252,514.48	-
India	954,312.00	779,185.50
Vietnam	-	5,692,484.19
Italy	-	1,260,550.00
Total revenue from external customers	1,211,500,330.86	1,011,627,937.92

Major customer information

During the year ended 31 December 2021 and 2020, the Company had four and three of the major customers, respectively, with revenues of 10 % or more of the Company's revenue are amount of Baht 703.55 million and Baht 480.32 million, respectively.

28. INVESTMENT PROMOTION AND PRIVILEGE

At present, the Company's BOI promotion certificate had already completed the period of tax exemption of net profit. However, the Company still has received the incentive from the Board of Investment by Section 35(1) for 50 percent reduction of corporate income tax of net profit, for 5 years.

29. FINANCIAL INSTRUMENT**29.1 Regarding the management policy of financial risk**

The Company is exposed to normal business risks from changes in market interest rates and non - performance of contractual obligation by counterparties. The Company does not issue derivative financial instruments for speculative or trading purpose.

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29.2 Interest rate risk

Interest rate risk arises from changes in interest rates in the future. This will have an impact on operating results and cash flow the risk of changes in interest rates on the Company relating to bank deposits, short - term borrowings from financial institutions. However, the Company hedged it by planning to provide funds with lower interest rates than the market in advance.

As at December 31, 2021 and 2020, assets and financial liabilities are classified by type of interest rate. Assets and liabilities that carry fixed interest rates further classified based on the maturity date or the date of repricing (If the date of repricing earlier) are as follows :

							(Unit : Baht)
As at December 31, 2021							
Fixed interest rate			Interest rates				
Within 1 year	More than 1 to 5 years	Over 5 years	fluctuate based on market price	No interest rate	Total	Effective interest rate	
							(Percentage per annum)
Financial assets							
Cash and cash equivalents	-	-	-	69,236,732.47	2,290,502.35	71,527,234.82	0.050 - 0.125
Trade and other current receivables	-	-	-	-	265,949,979.37	265,949,979.37	-
Contract assets	-	-	-	-	74,890,509.50	74,890,509.50	-
Total	-	-	-	69,236,732.47	343,130,991.22	412,367,723.69	
Financial liabilities							
Bank overdrafts and short - term borrowings from financial institutions							
	-	-	-	458,000,000.00	-	458,000,000.00	2.87 - 4.25
Trade and other current payables	-	-	-	-	187,178,230.47	187,178,230.47	-
Contract liabilities	-	-	-	-	1,776,681.38	1,776,681.38	-
Long - term debt due within one year							
- Long - term lease liabilities	-	-	-	12,337,756.92	-	12,337,756.92	3.78 - 6.00
Long - term liabilities							
- Long - term lease liabilities	-	-	-	16,813,032.05	-	16,813,032.05	3.78 - 6.00
Total	-	-	-	487,150,788.97	188,954,911.85	676,105,700.82	

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(Unit : Baht)

	As at December 31, 2020						
	Fixed interest rate			Interest rates		Total	Effective interest rate
	Within	More than	Over	fluctuate based	No		
	1 year	1 to 5 years	5 years	on market price	interest rate		(Percentage per annum)
Financial assets							
Cash and cash equivalents	-	-	-	54,073,661.62	339,176.46	54,412,838.08	0.125 - 2.00
Trade and other current receivables	-	-	-	-	226,221,311.74	226,221,311.74	-
Contract assets	-	-	-	-	81,088,373.49	81,088,373.49	-
Total	-	-	-	54,073,661.62	307,648,861.69	361,722,523.31	
Financial liabilities							
Bank overdrafts and short - term borrowings from financial institutions	-	-	-	474,000,000.00	-	474,000,000.00	2.63 - 4.25
Trade and other current payables	-	-	-	-	159,728,943.65	159,728,943.65	-
Contract liabilities	-	-	-	-	1,315,326.06	1,315,326.06	-
Long - term debt due within one year							
- Long - term lease liabilities	-	-	-	14,321,629.27	-	14,321,629.27	4.32 - 6.00
Long - term liabilities							
- Long - term lease liabilities	-	-	-	26,953,055.49	-	26,953,055.49	4.32 - 6.00
Total	-	-	-	515,274,684.76	161,044,269.71	676,318,954.47	

29.3 Credit risk

The Company constitute risk from the credit offered in respect of trade receivables since trade receivables may not be able to settle debt pursuant to term with the term and covenant in the contract of borrowing which may incur financial loss. However, the Company hold the policy to hedge risks via the analysis of financial status and consideration of capability in term of debt repayment of clients and each counter - party.

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T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2021****29.4 The risk of non - compliance with the contract**

The risk of non - compliance with the contract caused by default on its contractual obligations resulting in a financial loss to the Company. To control the risk, the Company has a prudent credit control policy, constant follow up trade receivables, vary large number of customers base. Therefore, the management of the Company does not anticipate significant losses from debt collection.

29.5 Fair values of financial instruments**Carrying amount and fair value**

Since the majority of the Company financial instruments are short - term in nature or carrying interest at rates close to the market interest rates, the Company, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

- A) For financial assets and liabilities which have short - term maturity, including cash and cash equivalents, trade and other current receivables, contract assets, bank overdrafts and short - term borrowings from financial institutions, trade and other current payables, contract liabilities, current portion of lease liabilities, their carrying amounts in the statement of financial position approximate their fair value.
- B) For long - term lease liabilities with carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximates their fair value.

Book value of the above financial assets and financial liabilities are measured at amortized cost.

As at December 31, 2021 and 2020, the Company has financial assets and financial liabilities measured at fair value. As shown the carrying amount and fair value of financial assets and financial liabilities, including their levels in the fair value hierarchy, are as follows :

(Unit : Baht)				
As at December 31, 2021				
Carrying amount	Fair Value			
	Level 1	Level 2	Level 3	Total
Financial assets				
Financial assets measured at fair value through profit or loss				
Other current financial assets	-	-	-	-
Total	-	-	-	-

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(Unit : Baht)

	As at December 31, 2020				
	Carrying amount	Fair Value			Total
		Level 1	Level 2	Level 3	
Financial assets					
Financial assets measured at fair value through profit or loss					
Other current financial assets	1,000.00	-	1,001.27	-	1,001.27
Total	1,000.00	-	1,001.27	-	1,001.27

The company has no transaction transfer between Level 1, Level 2, and Level 3 of the fair value hierarchy during the year.

The following methods and assumptions are used in estimating fair values of financial instruments (Level 2) as disclosed here in.

Type	Valuation technique
Other current financial assets	The fair value of non - listed unit trusts is estimated based on the net asset value at the reporting date.

30. DETERMINATION OF FAIR VALUES

The Company uses the market approach to measure its assets and liabilities that are required to be measured at fair value by relevant financial reporting standards, except that the cost approach or income approach is used when there is no active market or when a quoted market price is not available.

In applying the above-mentioned valuation techniques, the Company endeavors to use relevant observable inputs as much as possible. TFRS 13 Fair Value Measurement establishes a fair value hierarchy categorizing such inputs into three levels as follows :

Level 1 - inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 - inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.

Level 3 - inputs are unobservable inputs for the asset or liability.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

As at December 31, 2021 and 2020, the Company has non - financial assets measured at fair value. As shown the carrying amount and fair value of assets, including their levels in the fair value hierarchy are as follows :

(Unit : Million Baht)

	Fair value									
	Carrying amount		Level 1		Level 2		Level 3		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Financial assets measured at fair value										
Land and revalued	45.19	45.19	-	-	194.57	194.57	-	-	194.57	194.57

31. CAPITAL MANAGEMENT

The primary objectives of the Company's capital management are to maintain their abilities to continue as a going concern and appropriate capital structure.

As at December 31, 2021 and 2020, debt - to - equity ratio in the financial statements are 1.61 : 1 and 1.66 : 1 respectively.

32. COMMITMENTS AND CONTINGENCY LIABILITIES

32.1 As at December 31, 2021 and 2020, the Company has contingent liabilities to bank according to letter of guarantee as follows :

(Unit : Million Baht)

	As at	
	December 31, 2021	
	December 31, 2020	
Electricity guarantee	9.60	11.56

32.2 As at December 31, 2021 and 2020, the Company has commitments with commercial bank as follows :

(Unit : Million Baht)

	As at	
	December 31, 2021	
	December 31, 2020	
Letters of guarantee credit line of Baht 22.50 million		
Unused credit line	12.90	10.94

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

T. KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

32.3 As at December 31, 2021 and 2020, the Company has raw materials and assets purchase agreement as follows :

	(Unit : Million Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Purchasing of raw materials	35.70	33.21
Purchasing of assets	1.83	0.17

32.4 As at December 31, 2021 and 2020, the Company has commitments under lease with other companies, with the total future payment under operating lease and service contracts which does not meet the accounting conditions under Thai Financial Reporting Standards No. 16 Leases as follows :

	(Unit : Baht)	
	As at	As at
	December 31, 2021	December 31, 2020
Within 1 year	4,532,172.40	5,134,774.84

32.5 Contract of service

As at December 31, 2021, the Company has a commitment from a contract of employment of Baht 4.70 million.

33. APPROVAL OF THE FINANCIAL STATEMENT

These financial statements were authorized for issue by the Board of Directors on February 28, 2022.

Authorized Signatory.....Director
(Mr. Sumate Techakraisri)

Authorized Signatory.....Director
(Mr. Chumpol Techakraisri)

The background of the slide is an abstract composition of overlapping, semi-transparent orange and brown geometric shapes, primarily triangles and polygons, creating a layered, mountain-like effect. The colors range from light peach to deep, dark brown. The word "Attachment" is centered in the middle of the slide.

Attachment



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
1	General Terdsak Marrome • Independent Director • Chairman January 6, 2004	85	<ul style="list-style-type: none"> Doctor of Science in Innovation and Technology Education (honorary), Rajamangala University of Technology Phra Nakhon. Bachelor of Science (B.S.) Chulachomklao Royal Military Academy (CRMA) Associate Infantry Career Course, Georgia,USA Internal Defense and Developmnt, North Carolina, USA Command and General Staff College Royal Thai army war college Course of Law for High-Level Commander, Ministry of Defence National Defence College Advanced Master of Management Program (AMM) Class 5 <p>Governance Training of IOD</p> <ul style="list-style-type: none"> DAP : Director Accreditation Program Class 10/2004 	0.09	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Independent Director / Chairman
						POSITIONS IN LISTED COMPANIES IN SET. (2 position)	
						2012 - Present	Chairman / Audit Committee / Independent Director East Coast Furnitech PCL.
						2019 - Present	Chairman / Audit Committee / Independent Director UBIS (Asia) PCL.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (7 position)	
						1977 - Present	President, The Lions Clubs International District 310 Thailand
						1986 - Present	Special force in 21 Royal Guard Regiment. Of Majesty Queen Sirikit The Queen
						1987 - Present	Chairman of the Advisory and Director, Eastern Technological college (E-Tech)
						1992 - Present	Chairman, Trai Kaew Foundation(Education) Thammawatee School
2	Mr. Pairuch Sahamethapat • Independent Director • Chairman of Audit Committee • Director • Director of Remuneration and Nomination Committee • Director of Corporate Governance Committee January 6, 2004	77	<ul style="list-style-type: none"> Bachelor of Accountant, Chulalongkorn University. <p>Governance Training of IOD</p> <ul style="list-style-type: none"> DCP : Director Certification Program Class 102/2008 	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Independent Director/ Chairman of Audit Committee / Director
						2018 - Present	Director of Remuneration and Nomination Committee
						2018 - Present	Director of Corporate Governance Committee
						POSITIONS IN LISTED COMPANIES IN SET.	
						-None-	
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS	
						-None-	



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
3	Mr. Paotep Chotinuchit • Independent Director • Chairman of Remuneration and Nomination Committee • Chairman of Corporate Governance Committee • Director of Audit Committee • Director January 6, 2004	88	<ul style="list-style-type: none"> M.Sc Metallurgical engineer, University of Arizona, USA. Governance Training of IOD <ul style="list-style-type: none"> DAP : Director Accreditation Program Class 11/2004 	0.002	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Independent Director/ Audit Committee/ Director
						2009 - Present	Chairman of Remuneration and Nomination Committee
						2013 - Present	Chairman of Corporate Governance Committee
						POSITIONS IN LISTED COMPANIES IN SET.	
						-None-	
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (2 position)	
4	Dr. Kosol Surakomol • Independent Director • Chairman of Risk Management Committee • Director • Director of Remuneration and Nomination Committee • Director of Corporate Governance Committee April 7, 2010	81	<ul style="list-style-type: none"> M.S. in Chemical Engineering, Wayne State University, Detroit, Michigan, U.S.A. Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 137/2010 	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2010 - Present	Independent Director/ Director
						2010 - Present	Director of Remuneration and Nomination Committee
						2013 - Present	Director of Corporate Governance Committee
						2020 - Present	Chairman of Risk Management Committee
						POSITIONS IN LISTED COMPANIES IN SET.	
						2013 - 2018	Advisors office of The President, Loxley PCL.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (1 position)	
						2010 - Present	Director & Secretary, Thep Siri Foundation.



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
5	Mr. Virasak Sutanthavibul • Independent Director • Director of Audit Committee • Director January 6, 2004	64	<ul style="list-style-type: none"> • B. Eng., Chulalongkorn University • M.E., Texas A&M University, Texas, U.S.A. • The Joint State – Private Sectors Class 18/2005, The National Defence College of Thailand • Certificate, Capital Market Academy (CMA), Class 10/2010 • Certificate, Thailand Energy Academy (TEA), Class 1/2012 • Certificate of Completion and Graduation Pin, Justice Administration Batch 17 National Justice Academy (2012 – 2013) • Certificate of Completion and Graduation Pin, Institute of Business and Industrial Development (IBID), Class 2 /2015 • Certificate “Business Revolution and Innovation Network” (BRAIN) Class2/2018 • Certificate, Harvard University, Advanced Management Program, U.S.A. • Certificate, Harvard University, Financial Institution for Private Enterprise Development, U.S.A. 	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Independent Director / Audit Committee/ Director
						POSITIONS IN LISTED COMPANIES IN SET. (Director 3 position)	
						2015 - Present	Chairman of Audit Committee/ Independent
						2016 - Present	Director of Nomination and Remuneration Committee Thai Plaspac PCL.
						2019 - Present	Chairman of Audit Committee/ Independent
						2021 - Present	Chairman of Risk Management Committee NFC Public Company Limited.
						2021 - Present	Independent/ Audit Committee
						2005 - 2021	Director of Nomination and Remuneration Committee Nirvana Daii PCL.
							Independent
			Governance Training of IOD <ul style="list-style-type: none"> • DAP : Director Accreditation Program Class 21/2004 			POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (2 position)	
						2016 - Present	Director, Bualuang Ventures Company Limited.
						2021 - Present	Director, TFMJV Co., Ltd.



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
6	Mr. Sumate Techakraisri • Chief Executive Director • Director • Director of Remuneration and Nomination Committee • Director of Corporate Governance Committee January 6, 2004	74	<ul style="list-style-type: none"> Bachelor of Economics, Thammasat Univesity. Mini MBA Chulalongkorn University Governance Training of IOD <ul style="list-style-type: none"> DAP : Director Accreditation Program Class 137/2010 Program Executives Capital Market Academy (CMA) Class 17 	9.88	Father of Mr. Chumpol Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						1980 - Present	Director / Chief Executive Directors and Authorized Director.
						2009 - Present	Director of Remuneration and Nomination Committee
						2013 - Present	Director of Corporate Governance Committee
						POSITIONS IN LISTED COMPANIES IN SET.	
						- None-	
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (10 position)	
						1978 - Present	Director, Greenland Marketing Co., Ltd.
						1980- Present	Director, GM General Trade Co., Ltd.
						1987 - Present	Directors, Prairie Marketing Co., Ltd.
7	Mr. Kumpee Chongthurakit • Director • Director of Remuneration and Nomination Committee • Director of Corporate Governance Committee January 6, 2004	67	<ul style="list-style-type: none"> Bachelor of Marketing, Assumption University. Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 48/2004 	0.21	Uncle of Mr. Chumpol Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						1989 - Present	Director
						2012 - Present	Director of Remuneration and Nomination Committee
						2013 - Present	Director of Corporate Governance Committee
						POSITIONS IN LISTED COMPANIES IN SET. (1 position)	
						1992 - Present	Director, LPN Development PLC.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (2 position)	
						1973 - Present	Director, S.S.A.Group Co., Ltd.
						1988 - Present	Director, S.S.A. Industry Co., Ltd.
						1990 - 2017	Director, Pornsanti Co., Ltd.
						1992 - 2017	Director, Lumpini Property Management Co.,Ltd.



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
8	Mr. Phreecha Techakraisri • Director • Executive Director • Director of Risk Management Committee January 6, 2004	59	<ul style="list-style-type: none"> Master of marketing Youngstown State University ,USA Governance Training of IOD <ul style="list-style-type: none"> DAP : Director Accreditation Program Class 10/2004 DAP : Director Accreditation Program Class 10/2004 	2.58	Nephew of Mr.Sumate Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Director / Executive Directors
						2017 - Present	Authorized Director
						2015 - 2019	Director of Risk Management Committee
							Managing Director
						POSITIONS IN LISTED COMPANIES IN SET.	
						-None-	
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (3 position)	
9	Mr. Chumpol Techakraisri • Director • Executive Director • Director of Risk Management Committee • Company Secretary • Board Secretary • Asst. Managing Director January 6, 2004	41	<ul style="list-style-type: none"> Bachelor of Finance and Banking, Chulalongkorn, University Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 102/2008 Fundamentals Practice for Corporate Secretary (FPCS) 21/2009, Thai Listed Companies Association 	0.40	Son of Mr. Sumate and Mrs. Yupa Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2003 - Present	Asst. Managing Director
						2004 - Present	Director / Executive Director/ Authorized Director
						2008 - Present	Company Secretary, Board Secretary
						2017 - Present	Director of Risk Management Committee
						POSITIONS IN LISTED COMPANIES IN SET. (1 position)	
						2011 - Present	Director of Pace Development Corporation PLC.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (10 position)	
						2001 - Present	Director, Chadsan Phansuan Company Limited
						2004 - Present	Director, MFT Development Company Limited
						2011 - Present	Director, Pace Project One Company Limited
						2011 - Present	Director, Pace Project Two Company Limited
						2011 - Present	Director, Pace Project Three Company Limited
						2008 - Present	Director, Dean & DeLuca (Thailand) Co., Ltd.
						2011 - Present	Director, Pace Real Estate Company Limited
						2014 - Present	Director, Pace Food Retail Company Limited
						2014 - Present	Director, Pace Country Club Company Limited
						2015 - Present	Director, Pace Interior Services Company Limited



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
10	Mrs. Yupa Techakraisri • Director January 6, 2004	71	<ul style="list-style-type: none"> Bachelor of Economics, Ramkamheang University Accounting Advance of Pitman Examination Institute. Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 32/2003 	10.09	Mother of Mr. Chumpol Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						1989 - Present	Director and Authorized Director
						POSITIONS IN LISTED COMPANIES IN SET. (1 position)	
						1989 - Present	Director, LPN Development PLC.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (4 position)	
						1973 - Present	Director, A.S.A.Group Co., Ltd.
						1988 - Present	Director, S.S.A. Industry Co., Ltd.
11	Mr. Apichart Kasemkulsiri • Director January 6, 2004	55	<ul style="list-style-type: none"> MBA, Sasin Graduate Institute of business administration, Chulalongkorn university BBA, Department of Banking and Finance, Chulalongkorn Business School, Chulalongkorn university Certificate, Capital Market Academy (CMA) Class 27/2018 Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 73/2006 	N/A	Cousin of Mr. Phreecha Techakraisri and Mr. Chumpol Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 - Present	Director
						POSITIONS IN LISTED COMPANIES IN SET. (2 position)	
						2018 - Present	Director/ Executive Director/ Risk Management Committee Chief Finance Officer, LPN Development PLC.
						2019 - Present	Chairman of Audit Committee/ Independent Director
						2021 - Present	Chairman of Nomination and Remuneration Committee Thitikorn Public Company Limited.
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (9 position)	
						1996 - Present	Director, T. Thai Snack Food Co., Ltd
						2007 - Present	Executive Director, Sri Sam Ank Supplier Co., Ltd.
						2018 - Present	Director, LPC social Enterprise Co., Ltd.
						2018 - Present	Director, Pornsanti Co., Ltd.
						2018 - Present	Director, LPP Property Management Co., Ltd.
						2019 - Present	Director, Dolsiri Developpment Co., Ltd.
						2020 - Present	Director, Lumpini Project Management Service Co., Ltd.
						2020 - Present	Director, Kamala Senior Living Co., Ltd.
						2020 - Present	Chairman of the Risk Management Committee/ Independent Director, Thai Eastern Group Holdings Co., Ltd.



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
12	Mr. Prasong Techakraisri • Director January 6, 2004	53	<ul style="list-style-type: none"> Bachelor of Economics Ritsumeikan University, Japan Governance Training of IOD <ul style="list-style-type: none"> DAP : Director Accreditation Program Class 11/2004 	1.22	Nephew of Mr.Sumate Techakraisri	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2004 -Present	Director
						POSITIONS IN LISTED COMPANIES IN SET.	
						-None-	
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS (1 position)	
						1996 - Present	Managing Director, Chaiwattana Accessories Co., Ltd.
13	Mr. Kowate Limtrakul • Director • Executive Director • Managing Director • Risk Management Committee October 21, 2020	69	<ul style="list-style-type: none"> Master of Business Administration, Chulalongkorn University Governance Training of IOD <ul style="list-style-type: none"> DCP : Director Certification Program Class 105/2008 	0.12	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2020 - Present	Director/ Executive Director/ Managing Director
						2021 - Present	Risk Management Committee
						POSITIONS IN LISTED COMPANIES IN SET. (1 position)	
						2014 - Present	Audit Committee, Multibax Public Company Limited
						POSITIONS IN OTHER COMPANIES/ ORGANIZATIONS	
14	Miss Nual-anong Sukhanaphorn • Risk Management Committee • General Manager Financial & Accounting	55	<ul style="list-style-type: none"> Bachelor of Accounting, Thammasat Univesity Master of Science (Managerial Accounting), Chulalongkorn University Master of Business Economics, National Institute of Development Administration Training of SET. <ul style="list-style-type: none"> Orientation Course CFO (CFO 0017) Year 2017 CFO Refresher Course 1/2020 CFO Refresher Course 1/2021 	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2021 - Present	Risk Management Committee
						2021 - Present	General Manager Financial & Accounting
						2017 - 2019	Assistance to CFO
						POSITIONS IN LISTED COMPANIES IN SET.	
						- None-	
15	Mr. Pitsanu Vilawanjit • Risk Management Committee • General Manager Kingkaew Plant	63	<ul style="list-style-type: none"> Bachelor of Industrial Engineering King Momkut's University of Technology North Bangkok 	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2017 - Present	Risk Management Committee
						2018 - Present	General Manager Kingkaew Plant



Details of the Directors, the Management and the Authorized Directors, Company Secretary

No.	Name –Surname Position Date of Appointment	Age	Education	Share holding Structure (%)	Relationship	Working Experience in the past 5 years	
						Duration	Position- Company
16	Mr. Dumrong Channarong • General Manager Kabinburi Plant	58	• Bachelor of Faculty of Science and Industrial Technology King Mongkut's Institute of Technology Ladkrabang	0.0017	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2018 - Present	General Manager Kabinburi Plant
17	Mr. Boonthiwa Inchata • Risk Management Committee • General Manager (Inj.) Suwintawong	53	• Bachelor of Science technology Rajabhat Institute Chachoengsao	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2017 - Present 2018 - Present	Risk Management Committee General Manager (Inj.) Suwintawong
18	Mr. Ruchira Srisamai • General Manager (Mold) Suwintawong	64	• Bachelor of Industrial Engineering King Momgkut's University of Technology North Bangkok	0.0021	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2018 - Present	General Manager (Mold) Suwintawong
19	Mr. Prinya Kaeoluan • Accounting & Financial Senior Manager	54	• Bachelor of Accounting Ramkhamhaeng University • Master of Accountancy Kasetsart University	N/A	N/A	T.KRUNGTHAI INDUSTRIES PUBLIC CO.,LTD.	
						2012 - Present	Senior Accounting & Financial Manager.

Remark: No. 14 - 19 is the 4th level executive management according to the definition of the SEC.



Details of the Directors, the Management and the Authorized Directors, Company Secretary related to the company

Name Directors	T.KRUNGTHAI INDUSTRIES PLC.	related to the company *		
		1	2	3
1. General Terdsak Marrome	X, O			
2. Mr. Pairuch Sahamethapat	I, O, XX, XOO, XCC			
3. Mr. Paotep Chotinuchit	I, O, II, XO, XC			
4. Dr. Kosol Surakomol	I, O, XR, XOO, XCC,			
5. Mr. Virasak Sutanthavibul	I, O, II			
6. Mr. Sumate Techakraisri	I, XXX, XOO, XCC, V		I	
7. Mr. Kumpee Chongthurakit	I, XOO, XCC			
8. Mr. Phreecha Tachakraisri	I, III, XRR			III
9. Mr. Chumpol Techakraisri	I, III, XRR, V, S			
10. Mrs. Yupa Techakraisri	I			
11. Mr. Apichart Kasemkulsiri	I			III
12. Mr. Prasong Techakraisri	I	IV		
13 Mr. Kowate Limtrakul	I, III, IV, XRR			

Remark: (X) Chairman Director (XX) Chairman of Audit Committee (XXX) Chief Executive Director
(I) Director (II) Audit Committee (III) Executive Director
(IV) Managing Director (V) Executive (O) Independent
(XO) Chairman of Remuneration and Nomination Committee (XC) Chairman Director of Corporate Governance Committee
(XR) Chairman of Risk Management Committee (XOO) Remuneration and Nomination Committee
(XCC) Corporate Governance Committee (XRR) Risk Management Committee
(S) Company Secretary

*related to the company 1. Chai Watthana Materials Co., Ltd 2. Prairie Marketing Co., Ltd. 3. Sri Sam-Ank Supplier Co., Ltd.

Attachment 2: Details of the directors of subsidiaries

- None

Attachment 3: Details of the Heads of the Internal Audit and Compliance Units

Year	Head Internal Audit	Internal Audit Company	Compliance Control
2021	Miss. Malee Khammom Position: Internal Audit Assistant Manager Education: - Bachelor of Administration (Accounting) Dhonburi Rajabhat University Training: - Fundamentals for New Auditor	Wynn Alliance Co., Ltd.	Miss. Nual-anong Sukhanaphorn Position: General Manager Financial & Accounting Education: - Bachelor of Accounting, Thammasat Univesity - Master of Science (Managerial Accounting), Chulalongkorn University - Master of Business Economics, National institute of Development Administration Training: - CFO Refresher Course 2/2021 - CFO Refresher Course 1/2020 - Orientation Course CFO 0017
2020	----	Wynn Alliance Co., Ltd.	Miss. Nual-anong Sukhanaphorn Position: General Manager Financial & Accounting Education: - Bachelor of Accounting, Thammasat Univesity - Master of Science (Managerial Accounting), Chulalongkorn University - Master of Business Economics, National institute of Development Administration Training: - CFO Refresher Course 1/2020 - Orientation Course CFO 0017
2019	----	IVL Auditing Company Limited.	Mr. Neeranart Promnart Position: Deputy Managing Director/ CFO Education: - Bachelor or Accounting (ELON), Thammasat Univesity - MBA (Finance), Dallas Baptist University.

Attachment 4: Assets for business undertaking and details of asset appraisal

- Assets used in business undertaking
 - Details appear under (1.2) Nature of Business, Page 1 Page 14 (4)
- Details of asset appraisal
 - None

Attachment 5: Policy and practice of corporate governance, Code of conduct, Charter

The Company Disclosure on the website (www.tkrungthai.com)

- Corporate Governance Policy
<http://www.tkrungthai.com/investor/announcement/EGovernance.pdf>
- Code of conduct
<http://www.tkrungthai.com/investor/announcement/EConduct.pdf>
- Charter
 - Charter Board of Director
<http://www.tkrungthai.com/investor/announcement/ECharterBoardofDirector.pdf>
 - Charter Audit Committee
<http://www.tkrungthai.com/investor/announcement/EAuditCommittee.pdf>
 - Charter Remuneration and Nomination Committee
<http://www.tkrungthai.com/investor/announcement/ENominationCommittee.pdf>
 - Charter Good Corporate Governance Committee
<http://www.tkrungthai.com/investor/announcement/ECorporateGovernanceCommittee.pdf>
 - Charter Risk Management Committee
<http://www.tkrungthai.com/investor/announcement/ERiskManagementCommittee.pdf>

Attachment 6: - Message from Audit Committee

- Message from Remuneration and Nomination
- Message from Corporate Governance Committee
- Message Risk Management Committee

Message from Audit Committee

Audit Committee of T.Krungthai Industries Public Company Limited consists of 3 independent directors possess qualifications as per requirements of the Office of Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and are fully qualified pursuant to the Audit Committee Charter. They have knowledge, competency and experiences on accounting and financial matters and can perform duties, express opinions independently and they do not involve in management tasks.

	Name-Surname		Position	Meeting Attendance / All Meeting (Times)
1	Mr. Pairuch	Sahamethapat	Chairman	4/4
2	Mr. Paotep	Chotinuchit	Director	4/4
3	Mr. Virasak	Sutanthavibul	Director	4/4

Mr. Chumpol Techakraisri is secretary of the Audit Committee

For year 2021 the Audit Committee had performed their duties as assigned by the Board of Directors which is in consistent with the requirements of the Stock Exchange of Thailand. Audit Committee meetings had been held four times in auditing and reporting the results to the Board of Directors. The Audit Committee expressed their opinions and gave recommendations independently. The main topics are as follows.

1. Review the quarterly financial statements and annual financial statements including the disclosure of information in the notes to the financial statements of the company which has been reviewed and audited by the auditor, the Audit Committee agreed with the auditor that the information in the Company's financial statements is correct, complete and reliable in accordance with the accounting standards and the auditor has expressed an unqualified opinion on the financial statements.

2. Review the effectiveness and sufficiency of the internal control system, the Audit Committee has a quarterly review of the internal audit and operating progress. They also gave recommendations to Wynn Alliance Company Limited, the Internal Auditor Company, which has been working with the Company's internal audit officers, both teams have reported directly to the Audit Committee in order to work efficiently and effectively and significant issues are corrected and continuously followed up. Additionally they considered the results of the internal control assessment in accordance with the SEC's internal control system adequacy assessment form prepared by the management. The Audit Committee expressed the opinion that the company has followed up and reviewed the internal control system appropriately, independently and efficiently.

3. Review connected transactions or transactions that may lead to conflicts of interest including disclosure of such information accurately and completely in accordance with the laws and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand, which the auditor has the opinion that the connected transactions with persons who may have conflicts of interests have been disclosed and presented in the financial statements and notes to the financial statements, the Audit Committee agreed with the auditor that those connected

transactions are in accordance with normal business conditions and beneficial to the business operation of the company. In addition, the information is disclosed accurately and completely in accordance with the laws and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand.

4. Consider selecting the Company's auditors, the Audit Committee considered the performance, knowledge, capability, experience, reliability, sufficiency of resources, the independence and quality of the auditor who have worked in the past years, including the appropriateness of remuneration, therefore proposed Karin Audit Company Limited, who has the qualifications as aforementioned to the Board of Directors for approval from the shareholders' meeting to appoint as the Company's auditor for the year 2021.

Besides the above, in the year 2021 Audit Committee held a meeting with auditors and internal auditors without the presence of management on November 12th, 2021 to consider and acknowledge the scope of the annual audit plan and annual internal audit plan information including important issues freely and without restrictions.

In conclusion, the Audit Committee has performed its duties according to their authority and responsibilities as assigned by the Board of Directors with due care and knowledge and are given enough independence for the benefit of all stakeholders equally. According to the results of the evaluation of the internal auditors and the auditor's report, the Audit Committee believe that the company's preparation and disclosure in financial reporting is appropriate and reliable. The method of internal control and risk management is adequate, and no significant flaws.


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(Mr. Pairuch Sahamethapat)
Chairman Audit Committee

Message from Chairman of Remuneration Committee and Nomination Committee

Remuneration Committee and Nomination Committee of T. Krungthai Industries Public Company Limited consists of directors 5 persons with 3 of them are independent directors as follows:

Name-Surname			Position	Meeting Attendance / All Meetings (Times)
1	Mr.Paotep	Chotinuchit	Chairman (Independent)	2/2
2	Mr.Pairuch	Sahamethapat	Director (Independent)	2/2
3	Dr.Kosol	Surakomol	Director (Independent)	2/2
4	Mr.Sumate	Techakraisri	Director	2/2
5	Mr.Kumpee	Chongthurakit	Director	2/2

Mr. Chumpol Techakraisri is secretary of Remuneration Committee and Nomination Committee.

For year 2021, Remuneration Committee and Nomination Committee held total of two meetings to consider important matters assigned by the Board of Directors, which can be summarized as follows:

The Remuneration

1. The Committee consider and propose the determination of remuneration for the Company's directors according to the compensation and benefits criteria with regards of the suitability of the performance compared to similar businesses as well as the appropriateness of duties and responsibilities of the directors in order to present to the Board of Directors for approval before proposing to the 2021 Annual General Meeting of Shareholders for consideration and approval.

2. The Committee consider the performance appraisal and determine the remuneration of the Executive Chairman for the year 2021 to propose to the Board of Directors for approval.

The Nomination

1. Consider and present the principles of succession plans for senior management

2. Promote, support and provide opportunities for minority shareholders to involve in corporate governance and give opinions on business operations by providing them the opportunity to propose agenda and nominate persons to replace the directors who have completed their terms for the 2021 Annual General Meeting of Shareholders at least 90 days in advance thru the Company's website.

3. Consider, select and screen qualified persons to serve as directors of the Company in place of those who will retire by rotation in order to present to the Board of Directors for consideration before proposing to the 2021 Annual General Meeting of Shareholders to appoint directors to replace the directors to be retired by rotation.



(Mr. Paotep Chotinuchit)

Chairman of Remuneration Committee and Nomination Committee

Message from Chairman of Corporate Governance Committee

Board of Directors has appointed and assigned the Corporate Governance Committee to supervise the operations of good corporate governance, Business ethics and develop, support, encourage compliance with good corporate governance principles to lead the organization towards sustainable growth.

Corporate Governance Committee consist of directors 5 persons which 3 of them are Independent directors as follow.

	Name-Surname		Position	Meeting Attendance / All Meetings (Times)
1	Mr.Paotep	Chotinuchit	Chairman (Independent)	2/2
2	Mr.Pairuch	Sahamethapat	Director (Independent)	2/2
3	Dr.Kosol	Surakomol	Director (Independent)	2/2
4	Mr.Sumate	Techakraisri	Director	2/2
5	Mr.Kumpee	Chongthurakit	Director	2/2

Mr. Chumpol Techakraisri is secretary of Corporate Governance Committee.

For the year 2021, Corporate Governance Committee had held total of two meetings to supervise compliance with requirements, laws, regulations and good practices as follows.

1. Review and improve the good corporate governance policy to be consistent with the current situation
2. Supervise the setting of criteria for the minority shareholders to propose the meeting agenda and nominate persons to be considered for election as the Company's director in advance before the 2021 Annual General Meeting of Shareholders for a period of not less than 90 days.
3. Supervise the arrangement of the 2021 Annual General Meeting of Shareholders in accordance with good practice and AGM Checklist guidelines, resulting to the company received full 100% from the quality assessment of the AGM meeting continuously from the Thai Investors Association (TIA)
4. Consider the performance report based on the good corporate governance principles to ensure the disclosure of information is complete and compliance with good corporate governance guideline, resulting to the company has been consistently assessed "Excellence" by the Thai Listed Companies Corporate Governance Survey (CGR) of the Thai Institute of Directors Association (IOD).

However, The company did not receive any complaints regarding wrongdoing, inappropriate behavior or violating the law, Business ethics, Principles of good corporate governance and regulations of the company in any way.



(Mr. Paotep Chotinuchit)

Chairman of Corporate Governance Committee

Message from Chairman of Risk Management Committee

Board of Directors appoint and assign the Risk Management Committee to serve in setting the policy and risk management framework to reduce the impact of various risk factors from both outside and inside of the organization for the Company's business operations. Risk Management Committee consists of the board of directors and top management 8 persons as follows:

Name-Surname		Position	Meeting Attendance / All Meeting (Times)
1.	Dr. Kosol Surakomol	Chairman (Independent)	2/2
2.	Mr. Kowate Limtrakul	Director	2/2
3.	Mr. Phreecha Tachakraisri	Director	2/2
4.	Mr. Chumpol Techakraisri	Director	1/2
5.	Mr. Viroon Powlinjong	Director	2/2
6.	Miss Nual-anong Sukhanaphorn	Director	2/2
7.	Mr. Pitsanu Vilawanjit	Director	1/2
8.	Mr. Boonthiwa Inchata	Director	2/2

Miss. Pornthip Puangsab is Secretary of the Risk Management Committee.

For year 2021, the Risk Management Committee has performed duties as assigned to supervise T.Krungthai Industries Public Company Limited to have the risk management structure including appropriate risk management policies and measurement. The total of 2 meetings were held to monitor risk management as following summaries

1. Review the risk management framework to be proper and in consistent with the company's strategy and operations in the topic that may be at risk from normal operations and risks that may arise from unusual situations such as natural disasters or the spread of contagious diseases, etc.

2. Monitor various risk situations together with management to ensure that there is an analysis of the impact of changes in economic factors, technology change as well as formulating risk management strategies to suit changing situations.

3. Risk Management Committee had an online meeting with the management to consider and give opinions on risk prevention plan of the business management, Covid-19 epidemic prevention plan, protection plan of Information technology system security, etc.

4. Report the risk management results to the Board of Directors for acknowledgement.

However, Risk Management Committee has been committed to managing and preventing risks from the spread of COVID-19 carefully and with the best effort. As a result, the company can operate business continuously throughout 2021.



(Dr. Kosol Surakomol)

Chairman of Risk Management Committee