

## **CORE VALUES AND CULTURE MANUAL**

Inoue Rubber (Thailand) Public Co., Ltd.

IRC (Asia) Research Company Limited

Kinno Hoshi Engineering Company Limited



Print No. 1, Year 2019, Edition No. 00



## Message from the Chairman

IRC aims to become an organization with sustainable growth contributing to enhance awareness toward economy, society and environment under the vision & mission of “Be the leading Company in Innovation Development and the Smart Factory of Quality Elastomer Products, Motorcycle Tires and Tubes in AEC” by having strong initiatives of ‘IRC DNA’”



**(Mrs. Pimjai Leeissaranukul)**  
**Executive Chairman**



## Preface

**IRC** aims to “Be the leading Company in Innovation Development and the Smart Factory of Quality Elastomer Products, Motorcycle Tires and Tubes in AEC” that coupled with social and environmental responsibility based on **3** foundations, called “IRC DNA” by Consisting of **1.** Our company is our home **2.** Our corporate culture and **3.** Developing skills, abilities and career advancement. This Sustainable growth until present caused by the cooperation of all IRC people with values and corporate culture that supports the vision and mission of the organization until it is unique of “IRC” people.

Therefore, the Core value and culture of “IRC” is very important to everyone and this manual has been prepared to use for guide IRC people to understand and be able to comply with focused behavior including the transferring of core values and culture from generation to generation correctly in the same direction by strongly adhering to the principle of “ Inspiration and Creativity, Respect in Society , Care and Accountability, Team Spirit ,Green Culture” that will become the driving factors for “IRC” to achieve the organization’s goals and sustainable growth alongside Thai society.



(Mrs. Pimjai Leeissaranukul) (Mr. Katsunori Ito)

Executive Chairman

President

24 September 2019

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## Part 1

### Importance of Core values and Culture

Core values and Culture **IRCTG** is the thing that determines the direction and style of operation to drive the operation in the same direction throughout organization based on 3 foundations, called “IRC DNA” by Consisting of 1. Our company is our home 2. Our corporate culture and 3. Developing skills, abilities, and career advancement and emerged as the identity of “IRC people” in response to the vision of being the Leading Company in Innovation Development and the Smart Factory of Quality Elastomer Products, Motorcycle Tyres and Tubes in AEC.

#### Definition

- Core values means The principles and behaviors that guide what should be done and what should not be done in order to get the result together and to communicate the expectations of an organization closely linked to the organization and personnel comply including encouraging the desired culture of the organization to achieve in mission and vision.
- Culture means The Norm or customs that employees in organization strictly respected.

By IRC has combined the Core values and Culture together, so that all employees adhere to and behave in the same direction that is, “Inspiration and Creativity, Respect in Society, Care and Accountability, Team Spirit, Green Culture”.



## Vision and Mission

### 2019 MISSION พันธกิจที่มุ่งมั่น ปี 2562

Be the leading company in Innovation Development and the Smart Factory of Quality Elastomer Products, Motorcycle Tyres and Tubes in AEC on the ground of 7 policies:

มุ่งสู่การเป็นบริษัทชั้นนำในการพัฒนานวัตกรรมและโรงงานอัจฉริยะของผลิตภัณฑ์ยาง อลาสโตเมอร์ และยางนอก - ยางในรถจักรยานยนต์ที่มีคุณภาพในประชาคมเศรษฐกิจอาเซียน บนฐานของนโยบาย 7 ประการ ดังนี้

**1. Sustainability in Safety and Environment.**

การพัฒนาอย่างยั่งยืนในด้านความปลอดภัยและการรักษาสิ่งแวดล้อม

**2. Quality in each Product with international quality systems.**

สร้างสรรคคุณภาพในผลิตภัณฑ์ทุกชิ้นด้วยระดับคุณภาพมาตรฐานสากล

**3. Best Satisfaction to Customers in 4 Product-Dimensions**

ระดับความพึงพอใจสูงสุดให้กับลูกค้าในมิติ 4 ด้าน ของผลิตภัณฑ์และการบริการ ซึ่งได้แก่

**Price/Cost (C)**

ราคา/ต้นทุน

= at the best competitive level for customers.

ให้อยู่ในระดับที่แข่งขันได้ดีที่สุดสำหรับลูกค้า

**Quality (Q)**

คุณภาพ

= at the best competitive Quality Rating by Customers.

ให้อยู่ในระดับที่ดีที่สุด เมื่อเปรียบเทียบกับเกณฑ์คุณภาพที่ลูกค้าตั้งไว้

**Delivery (D)**

การจัดส่ง

= at the best competitive Delivery Rating by Customers.

ให้อยู่ในระดับที่ดีที่สุด เมื่อเปรียบเทียบกับเกณฑ์ในการจัดส่งที่ลูกค้าตั้งไว้

**Services to Solutions(S to S)**= at the best services to solutions for customers at all times.

การบริการ/การแก้ไขปัญหา

การบริการที่สัมฤทธิ์ผลอย่างดีที่สุดต่อลูกค้าตลอดเวลา

**4. Create the Opportunities of Human Resource Improvement to achieve competencies in all levels.**

สร้างโอกาสให้มีการพัฒนาทรัพยากรมนุษย์ เพื่อให้บรรลุเป้าหมายด้านทักษะความสามารถในทุกระดับ

**5. Continuous Research and Development for New innovations, products, processes and markets and keep generating the outputs on existing business.**

ดำเนินการวิจัยและพัฒนาสำหรับนวัตกรรมใหม่ ผลิตภัณฑ์ใหม่ กระบวนการผลิต และ การตลาดใหม่ๆ อย่างต่อเนื่อง รวมถึงมุ่งสร้างผลิตภาพและผลงานของผลิตภัณฑ์ปัจจุบัน

**6. Generating Strong Financial Status and Attractive Return to shareholders.**

มีสถานะทางการเงินที่เข้มแข็ง และมีผลตอบแทนที่ดึงดูดให้กับผู้ถือหุ้น

**7. Supporting the Good Corporate Governance and Corporate Social Responsibility.**

เสริมสร้างการกำกับดูแลกิจการที่ดีและความรับผิดชอบต่อสังคมของบริษัท



President



Executive Chairman

INOUE RUBBER (THAILAND) PCL. - IRC ASIA RESEARCH LTD.

## IRCT Group Core Values and Culture



“Inspiration and Creativity

Respect in Society

Care and Accountability, Team Spirit

Green Culture”



## Part 2

### Results of Core values and Culture

- Results to shareholders

Build up confidence in stability, Creativity, innovation in production of quality products and accepted in the AEC.

- Results to Customers

Build up confidence and best satisfaction in 4 Product-Dimensions and services which are Price/Cost, Quality, Delivery, Services to Solutions according to international standards and customer requirements.

- Results to Partners

Build up confidence in professionalism. Ready to jointly create quality, effective products and develop the potential for business operations to sustainable growth together.

- Results U employees

Build up confidence in the development of employees to perform their duties with commitment, honesty, transparency with unity in one mind and being a part of environmental protection that can lead the organization to success towards sustainability goal.



- Results to society and environment

Build up confidence in safety and environmental protection follow the law, international standards by adhering to environmental management and production process development under the 4 guidelines that consists with Prevention of accidents and pollution ,Sustainable use of resources , Reducing and adjusting to global warming and protecting the environment. As well as contributing to society, community and environment according to the guidelines to strengthen good corporate governance and corporate social responsibility in order to improve the quality of life.



## Part 3

### Core values and Culture **IRCTG**



“ จุดประกายความคิด สร้างสรรค์สังคม  
ด้วยใจ เป็นหนึ่ง สู่วัฒนธรรมสีเขียว ”



จุดประกายความคิด

Inspiration and Creativity

ジュツ (ド) ・ プラガイー ・ クラムキッ (ド)



สร้างสรรค์สังคม

Respect in Society

サーング ・ サン ・ サング ・ コム



ด้วยใจ

Care and Accountability

トカアイ ・ ジャイ



เป็นหนึ่ง

Team Spirit

ペン ・ ヌンガ



สู่วัฒนธรรมสีเขียว

Green Culture

スー ・ ワッタนาタム ・ シー ・ キョー



## จุดประกายความคิด

I – Inspiration and Creativity

**Meaning:** Having the power of thinking process. Seeking the new ways to achieve commercial or social benefits including improvements, develop work to create new processes.

### **Focused behaviors:**

- Dare to think and do the new things
- Dare to try
- Bring New Technologies

### **Ways to behave:**

- Be creative, enthusiastic and open to new things
- Systematic thinking and integrate to create better
- Apply technology to achieve commercial benefits and work benefits
- Always learn and develop self-skills
- Review and improve the flexibility and responsiveness to change

### **Driving activities/projects:**

- Innovation Day activity
- Training, seminars and workshops from both internal and external experts



## สร้างสรรค์สังคม

R – Respect in Society

**Meaning:** Consciousness, respect and responsibility to society, community, environment and nation

### **Focused behaviors:**

- Public mind
- Honesty and transparency
- Create good understanding with stakeholders

### **Ways to behave:**

- Appreciate and learn to live together in society with happy and sustainable
- Create the relationships, networks to strengthen understanding with various stakeholders as well as society and surrounding communities
- Work with transparency that can reveal information without distorting from reality

### **Driving activities/projects:**

- Activities / projects related to social responsibility, community and environment
- Annual sustainability report



## ด้วยใจ (การดูแลและรับผิดชอบ)

C - Care and Accountability

**Meaning:** Having love, commitment, and responsibility in the organization. Care, protect and maintain the company as if yours home.

### **Focused behaviors:**

- Protect, preserve the interests and reputation of the organization
- Unity
- High responsibility

### **Ways to behave:**

- Seeing the value of caring for things that belong to the public
- Highly responsible for the assigned tasks by regard to the quality, quantity, time and environment
- Helping each other within the organization
- Behave with discipline, strictly and work with ethic

### **Driving activities/projects:**

- Awards and standards that company has received
- Labor relations, Social activities etc.
- Annual sustainability report





## เป็นหนึ่ง (ความเป็นหนึ่งเดียวกัน)

T - Team Spirit

**Meaning:** Kindness, commitment and intend to be one in a systematic way to achieve goals in all dimensions of the organization.

### **Focused behaviors:**

- Unity
- High responsibility
- Dare to think, to make and to present

### **Ways to behave:**

- Have unity and work together systematically
  - Helping each other within the organization
  - Listen, accept and adapt to change
  - Cooperate to find opportunities to improve continuously
- Manage costs or reduce losses from operations in all aspects to make more efficiently works

### **Driving activities/projects:**

- Awards and standards that company has received
- Activities on innovation, environment, energy and employee relations etc.
- Activities / projects that focus on participation of agencies and experts from outside and inside
  - Annual sustainability report



## สู่วัฒนธรรมสีเขียว

G – Green Culture

**Meaning:** Having a conscience to maintain a good environment.  
Cooperation in all dimensions to promote corporate sustainability.

**Focused behaviors:**

- Environmental awareness
- Public mind
- Create good understanding with stakeholders
- Comply with the principles of good corporate governance

**Ways to behave:**

- Appreciate in value of caring and maintaining a good
- Use of resources with the highest value and benefit
- Cooperate to prevent and reduce environmental impacts and improve continuously
- Listen, accept and adapt to change
- Participation in environmental activities
- Compliance with good corporate governance principles

**Driving activities/projects:**

- Awards and standards that company has received
- Organize activities / projects that focus on participation in innovation, environment, energy, etc. of agencies and experts from outside and inside
- Annual sustainability report



# **“Appendix”**



Table of relation between Core values and Culture

IRC **IRCTG** and Good governance

Core values and Culture IRC <b>IRCTG</b>	Good governance					
	Rule of Law	Morality	Transparency	Participation	Accountability	Value for money
I - Inspiration and Creativity จุดประกายความคิด						■
R - Respect in Society สร้างสรรคสังคม		■	■	■	■	■
C - Care and Accountability ด้วยใจ (การดูแลและรับผิดชอบ)		■			■	■
T - Team Spirit เป็นหนึ่ง (ความเป็นหนึ่งเดียวกัน)				■		
G - Green Culture ผู้วัฒนธรรมสีเขียว	■	■	■	■	■	■





**“ จุดประกายความคิด สร้างสรรค์สังคม  
ด้วยใจ เป็นหนึ่ง สู่วัฒนธรรมสีเขียว ”**

**“Inspiration and Creativity**

**Respect in Society**

**Care and Accountability, Team Spirit**

**Green Culture”**

Reference source: 1. Annual report and annual sustainability reports  
2. Good Corporate Governance Handbook