



# DRIVE

## THE CREATIVE INNOVATION



Form 56-1 One Report 2024

Inoue Rubber (Thailand) Public Company Limited



A large, abstract graphic on the left side of the page, composed of several overlapping blue and white geometric shapes, including triangles and parallelograms, creating a sense of depth and movement.

**DRIVE**   
**THE CREATIVE**  
**INNOVATION** 

The main title is centered in the lower half of the page. 'DRIVE' is in a large, bold, blue sans-serif font. To its right is a small, white, geometric network diagram with four nodes and connecting lines. Below 'DRIVE' are the words 'THE CREATIVE' and 'INNOVATION' in a smaller, bold, black sans-serif font. To the left of 'INNOVATION' is a larger, white, geometric network diagram with seven nodes and connecting lines.

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# Message from the Chairman

Dear All Shareholders,

Over the past 3–4 years, our world has faced numerous challenges, including the COVID-19 pandemic, a global economic downturn, geopolitical conflicts, and the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment, characterized by significant uncertainty and complexity. These challenges, along with various disasters, both natural and man-made, such as wars and trade wars, have impacted the Thai economy, which is heavily reliant on exports and tourism. Consequently, domestic purchasing power has declined, while household debt as a percentage of GDP has increased.

The automotive industry in Thailand was also impacted by the decline in purchasing power, resulting in the Company's total income for 2024 amounting to 4,795.50 million Baht, a decrease of 12.44% compared to the previous year. However, the Company achieved a net profit of 311.50 million Baht, an increase of 94.97% from the previous year, which included a special item of dividend income from related businesses amounting to 145.78 million Baht.

The Company is committed to developing high-quality products that prioritize consumer safety and well-being by incorporating innovation and technology into the research and development process of elastomers and motorcycle tires, in collaboration with an expert team and various business partners. Meanwhile, the Company has emphasized sustainable business operations by adhering to the ESG (Environmental, Social, and Governance) principles, with a commitment to corporate governance, transparent management, and creating value for society and the environment. The Company has developed a roadmap to achieve net-zero greenhouse gas emissions by 2050. The initiatives outlined in the roadmap are being implemented through steps such as installing a Solar Rooftop system and signing a Memorandum of Understanding (MOU) with Dhurakij Pundit University for the product carbon footprint project. Additionally, the Company received the Green Industry Level 4 Award in 2024, highlighting its success in sustainable business operations and its preparedness to adapt to future regulatory and trade standard changes, such as the European Union Deforestation Regulation (EUDR).

In 2025, the Company will continue to face economic challenges from the aforementioned factors. However, with a solid business foundation and a strong financial position, the Company remains committed to pursuing its vision through innovation, quality, ESG principles, and transparent management. It aims to maintain competitiveness in a rapidly changing market by implementing targeted strategies designed to generate sustainable profits.

**Lastly, on behalf of the Company,**

I would like to express our sincere appreciation to all shareholders, investors, customers, and stakeholders for their trust and support in our operations. The Company remains committed to conducting its business with determination, adhering to corporate governance principles, and creating value for society and the environment, all while focusing on sustainable development.



A handwritten signature in black ink, appearing to be 'Pimjai'.

(Mrs.Pimjai Leeissaranukul)  
Chairman/ Executive Chairman

# Financial Highlight



Inoue Rubber (Thailand)  
Public Company Limited  
and its subsidiaries as of  
September 30th, 2024

	2022	2023	2024
<b>Statement of Comprehensive Income</b>			
Sales and Services Income	5,883.17	5,417.21	4,580.61
Cost of Sales and Services	5,442.82	4,926.64	4,030.81
EBIT	122.38	170.13	362.35
Net Profit	109.94	159.77	311.50
Total Asset	5,272.35	5,032.50	5,280.10
Total Liabilities	1,440.32	1,103.18	1,107.18
Total Equity	3,832.03	3,929.32	4,172.92
<b>Financial Ratio</b>			
Net Profit Margin (%)	1.87	2.95	6.80
Return on Asset (ROA) (%)	2.09	3.17	5.90
Return on Equity (ROE) (%)	2.87	4.07	7.46
Debt to Equity (D/E)	0.38	0.28	0.27
Earnings Per Share (THB)	0.57	0.83	1.62
Book Value Per Share (THB)	19.94	20.44	21.71





# Key Performance in 2024



## Corporate Governance



Corruption Incident (s)  
0 Case



No Gift Policy  
9 Years consecutively



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

100  
%




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


0  
Case



# Economic Growth



Total Revenues  
**4,795.50**  
Million Baht



Earnings before interest and taxes (EBIT)  
**362.35** Million Baht

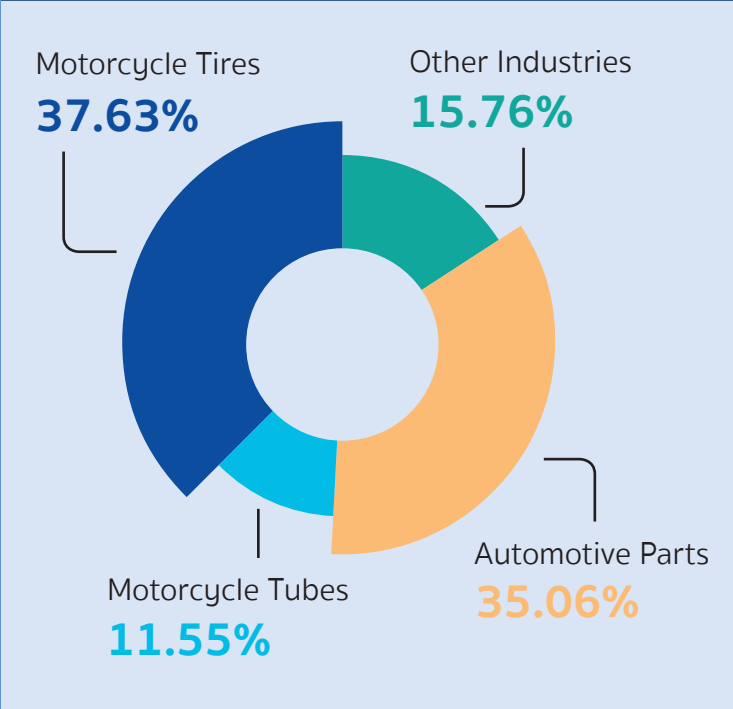


Net Profit  
**311.50**  
Million Baht

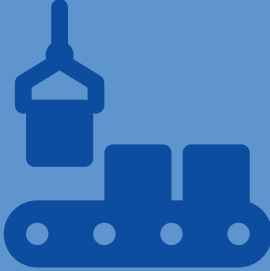



Dividend Payment  
**0.868**  
Baht/Share

## Revenue Percentage per business group




## Automation Development



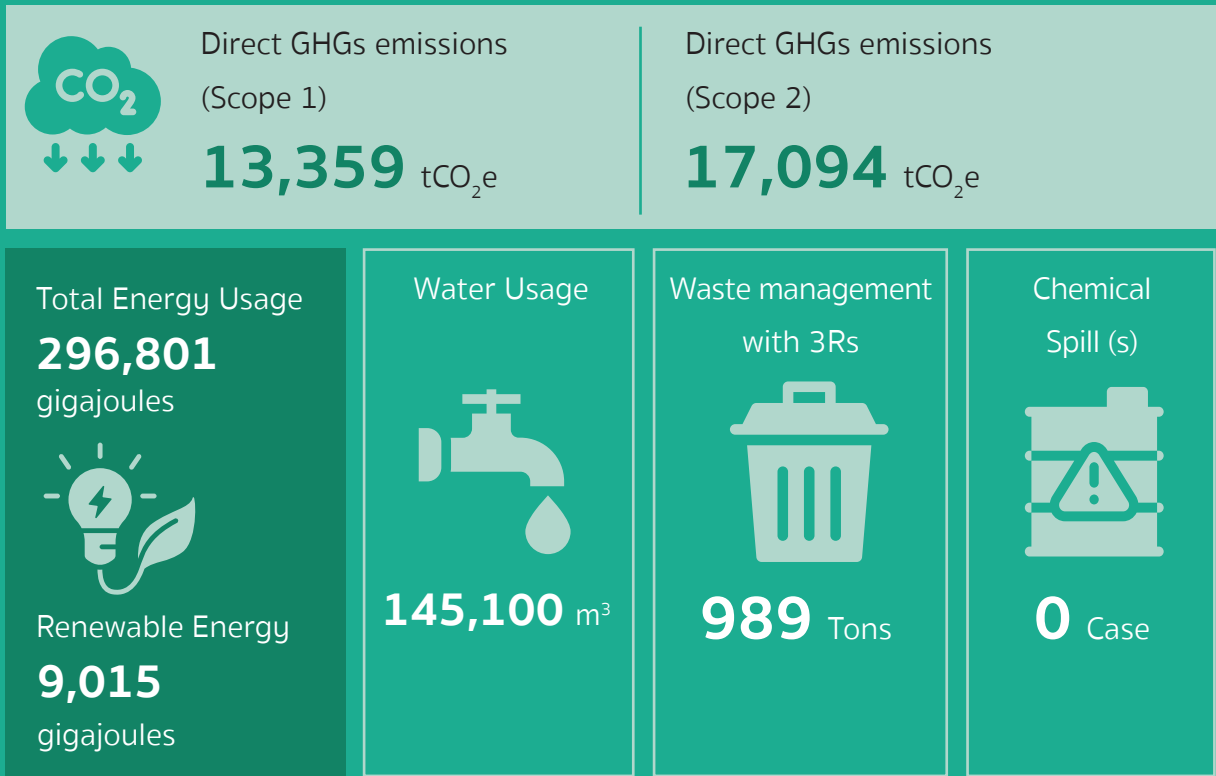


**47**  
Projects

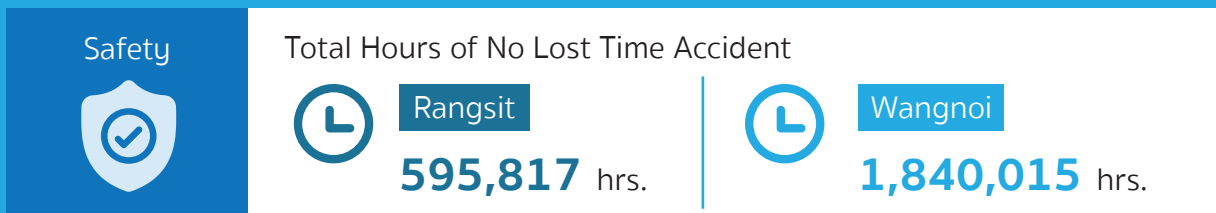


**10.27**  
Million Baht

# Environmental Performance



# Creating Value for Society



CSR Project in 2024

**8** Projects



INOUE RUBBER (THAILAND) PCL




Part

1



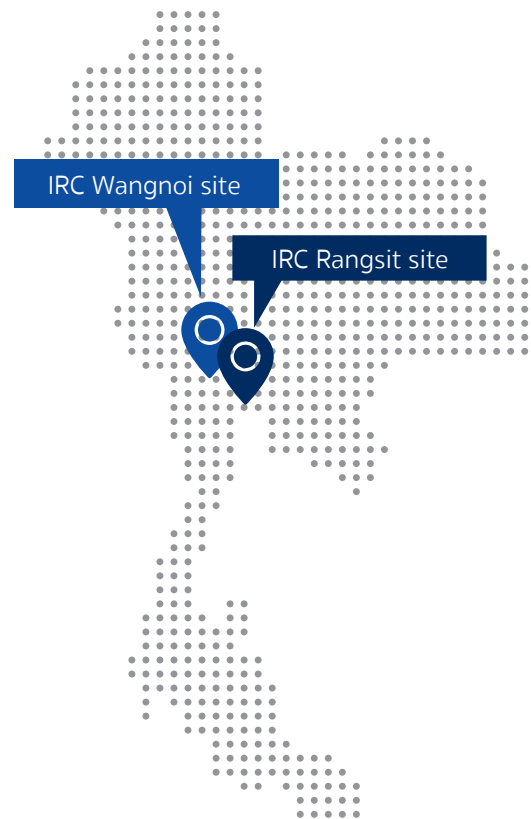
Business Operations  
and Performance

# 1. STRUCTURE AND BUSINESS OPERATIONS

## 1.1 Policy and Overview of Business Operations

### Background

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



### Tires & Tubes Business unit

#### IRC Rangsit site

**Established** 15 Dec 1969

**Products:** Motorcycle tires and tubes

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



**Tel:**  
(66) 29 960 890



### IED business unit

#### IRC Wangnoi site

**Established** 18 Jan 1995

**Products:** Automotive and Industrial Elastomer

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



**Tel:**  
(66) 29 961 471



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

### Subsidiaries

IRC (Asia) Research Ltd. – it was founded on 18 July 1995 in order to support the operations of research and development design business for industrial elastomer parts product, and motorcycle tires-tubes product for Inoue Rubber (Thailand) PCL. both in tires and tubes motorcycle production and Industrial Elastomer Parts Production, to be mostly consistent with the consumer demand. The investment promotion has been approved by the Office of the Board of Investment on 26 December 1996. The Company's shareholding proportion is 99.99%

Kin No Hoshi Engineering Co., Ltd. – it was found on 9 November 2001 in order support the Company business operations in manufacturing metal molds for industrial elastomer parts. The Investment promotion has been approved by the Office of the Board of Investment on 30 November 2001. The Company's shareholding proportion is 99.99%

### Joint Venture

**Inoue Rubber Vietnam co., Ltd.** – The Company's shareholding proportion 8%

Throughout 55 years of our business history, "IRC" has managed to achieve sustainable growth with the commitment to create innovation together with production capacity enhancement in order to control product quality at reliable and trustful level as well as maximize customers' satisfaction both locally and internationally.



### 1.1.1 Vision Mission Goal and Strategy

#### Vision

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



1 Sustainability in Safety and Environment



2 Quality in Each Product with International Quality Systems



3 Best Satisfaction to Customers in 4 Product-Dimensions

Price/Cost

At the Best Competitive Level for Customers

Quality

At the Best Competitive Quality Rating by Customers



Delivery

At the Best Competitive Delivery Rating by Customers

Services/ Solutions

At the Best Service to Solutions for Customers at All Time



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



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



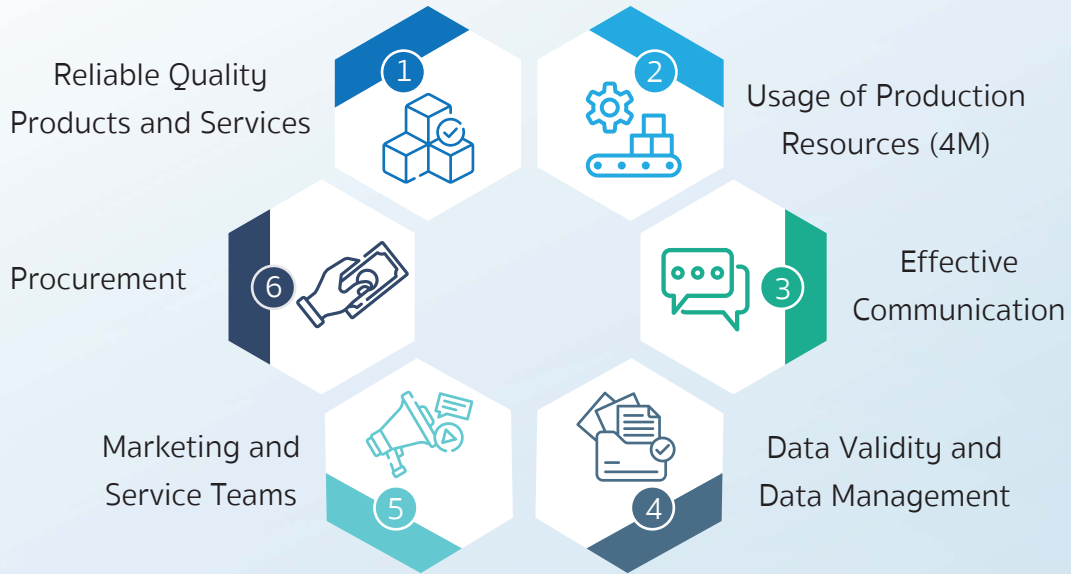
6 Generating Strong Financial Status and Attractive Return to Shareholders





7 Supporting the Good Corporate Governance and Corporate Social Responsibility

## Mission and Strategy


- 1 Enhance the Competitiveness and Net Profit by improving the efficiency of



- 2  Dedicate to develop technological development and innovation beyond the limitation in order to enhance maximum benefit and long-term value.

- 3  To emphasize on human capital management, personnel competency development and corporate culture enhancement in accordance with corporate values in order to achieve the expected outcome.

“ Strive to learn and pursue to overcome obstacle and advance in the path of growth ”

- 4  Be a sustainable company in comply with Environmental Social and Governance (ESG)

(Environmental Preservation, Sustainable Ecosystem Creation, BCG Support, Carbon Neutrality Achievement, Climate Change Issues Monitoring, together with Risk Management, Supply Chain Management and Good Corporate Governance.)





## Goal

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

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



**Competitive business with good turnover**



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



**Mitigate the environmental impact.**

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



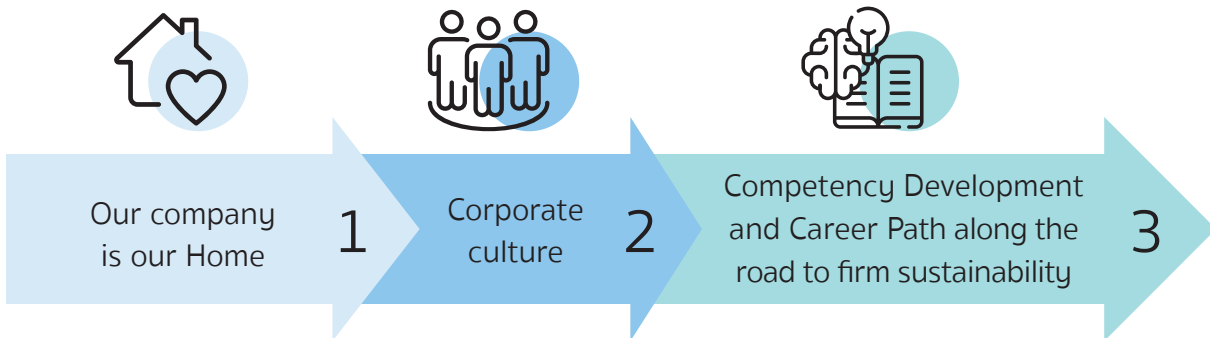
**Being beneficial for the society.**

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



## Sustainable Business Operation Strategy of IRC

The IRC's route toward the sustainability starts from the stable foundation on three basis of all IRC members, or called "IRC DNA", consisting of



There must be the risk management and supply chain management supervised by the Risk Management Committee. On the other hand, supervision of Environmental Conservation and Good Corporate Governance supervised by the Good Corporate Governance and Social Responsibility Committee, and the Audit Committee.

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



In each operating plan, it consists of the definite plan, goal, and indicator under the daily/monthly/quarterly monitoring and evaluation by the Executive Committee and the Board of Directors of the Company. The results from all of these four plans will lead to the competitiveness in price, quality, and trust of the products, and growth of revenue derived from three main channels, namely 1. Existing product, 2. New product, and 3. New market, in order to attain IRC's sustainable goal.

-  Existing product
-  New product
-  New market

## 1.1.2 Significant Changes and Developments

- 
- The timeline consists of a vertical line with circular markers. To the left of the line are blue callout boxes containing dates. To the right of the line are text boxes containing descriptions of events.
- June 2024** The Company has been certified for Green Industry Level 4: Green Culture.
  - May 2024** Ms. Chunhachit Sungmai has been appointed as an Independent Director, Audit Committee Member, and Chairperson of the Corporate Governance and Sustainability Committee, replacing Associate Professor Jaruporn Viganant, who has resigned.
  - February 2024** Mr. Akira Tokoro has been appointed as an Executive Director and Managing Director, replacing Mr. Takeshi Arakawa, who has resigned.
  - November 2023** Mr. Hideo Oya has been appointed as the director to replace Mr. Kazuo Sato  
Mr. Kanin Laochinda has been appointed as the Executive Director and Managing Director.
  - May 2023** The Company reduced registered paid-up capital by writing off the repurchase shares which have not been resold of 7,792,300 shares.
  - October 2021** Mr. Shigeki Yamada has been appointed as the President to replace Mr. Katsunori Ito who has resigned.
  - August 2021** Mr. Masayuki Inoue who has hold the position of Director of Inoue Rubber (Thailand) Pcl. since 1991 passed away on 15 August 2021.
  - September and December 2020** The Company has been certified for Green Industry Level 4: Green Culture.
  - June 2020** The Treasury Stock Buyback Project for financial management has been ended, whereas the Company has bought back total of 7,792,300 shares or 3.9% of total sold treasury stock of the Company in total value of Baht 113,784,070.00.  
However, according to the related rules, the Company is able to sell the bought back treasury stocks after expiration of 6 months term from the completion date of treasury stock buyback, but not more than 3 years from the said completion date of treasury stock buyback. If the selling period of bought back treasury stocks is expired, and the Company does not sell or incompletely sells the bought back treasury stocks, the relevant laws prescribe that the Company shall decrease paid-up capital using Write-Off Method for the registered shares which are bought back and incompletely sold for selling the bought back shares according to the said Treasury Stock Buyback Project.
  - November 2019** The Treasury Stock Buyback Project of the Company has been commenced for financial management within the maximum financial limit of not more than 118 million Baht, and the number of bought back treasury stocks has not been more than 4% of total sold treasury stocks. It is the entry to purchase in the SET, and buyback term for Treasury Stocks is not more than 6 months from 9 December 2019 to 5 June 2020.

### 1.1.3 Awards and Successes



2024

September 2024

Winner of the Production B category for presenting QCC projects at the MCC-QCC event organized by the Mitsubishi Motors Cooperation Club

June 2024

The company was selected as one of the outstanding performers in Environmental, Social, and Governance (ESG) practices, recognized as part of the ESG100 group for 2024

May 2024

Awarded for Outstanding Quality Group Performance at the 38th Thailand National QC Convention organized by the Ministry of Industry

March 2024

Awarded for Promoting Organizational Road Safety Measures by Thai Honda Co., Ltd.

February 2024

Certificate of Recognition for serving as a Task Force in the TCC Environment Activity organized by the Toyota Cooperation Club

Certificate of Recognition for serving as an instructor in building AGV/AMR systems for members of the Toyota Cooperation Club

January 2024

Certificate of Recognition for achieving a Grade A assessment in the Cybersecurity BCP category by the Toyota Cooperation Club

December 2023

Sustainability Disclosure Recognition Award for 2023 from the ThaiPact Institute

2023



November 2023

Received CGR evaluation result at “5 Stars (95%)” from Corporate Governance survey of listed company project in 2023 by Thai Institute of Directors

Received SET ESG Ratings in 2023 at “A-Level (75 out of 100 scores)” from the Stock Exchange of Thailand

October 2023

Received “Excellent Award” from QCC/ KAIZEN presentation at INOAC QC-KAIZEN INTERNATIONAL CONVENTION organized by INOAC CORPORATION in Japan

Received “Gold Award” from QCC presentation at International Convention on Quality Control Circles (ICQCC) No.48 organized by China Association for Quality at Beijing, China

August 2023

The Company was 1 out of 5 companies that was selected to be “BCG Model Pilot Factory” from project of “BCG Economy driving by circular economy system in factory (under the economy driving project following the BCG policy for industrial sector to reduce CO<sub>2</sub>)”, organized by Department of Industrial Works, Ministry of Industry

March 2023

Bronze Honor Award for achieving 2,370,028 zero-accident working hours under the Zero Accident Campaign, awarded by the Ministry of Labor

Received TDEM Supplier Awards Year 2022 from Toyota Daihatsu Engineering and Manufacturing (1. 2022 Local Overall Outstanding Performance 2. 2022 Local Cost Improvement 3. 2022 Local VA Performance and 4. 2022 Local CO<sub>2</sub> Reduction Early Achievement of 2025 Target)



March 2023

Received “Golden Award in the category of Junior Manufacturing QCC Prize”

Received “Honorable Mention from 11th NACC Integrity Awards” from the office of National Anti-Corruption Commission

Received Safety Riding Award Year 2022 from Thai Honda



December 2022

Received Sustainability Disclosure Recognition 2022 from Thaipat Institute

2022



November 2022

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

IRC was selected to be in THSI list (Thailand Sustainability Investment) for year 2022



October 2022

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



September 2022

Rangsit Factory received 3Rs Award from Department of Industrial Works

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



## 1.2 Nature of Business

### 1.2.1 Revenue Structure

The Company's business is classified into 2 business lines consisting of Industrial Elastomer Parts Business Line and Motorcycle Tires and Tubes Business. In 2024, (October 2023 – September 2024), the Company has had the proportion of domestic sales at 79.41%, and export sales at 20.59%.



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

Business Unit/ Product	Ended on 30 September					
	2022		2023		2024	
	Revenue (Million baht)	%	Revenue (Million baht)	%	Revenue (Million baht)	%
<b>Industrial Elastomer Parts</b>						
Domestic Sales	3,260.43	55.43	3,027.63	55.91	2,295.72	50.04
Export sales	35.40	0.60	39.25	0.72	35.64	0.78
Total	3,295.83	56.04	3,066.88	56.63	2,331.36	50.82
<b>Motorcycle Tires and Tubes</b>						
Domestic Sales	1,530.03	26.01	1,329.79	24.56	1,339.90	29.33
Export Sales	1,055.76	17.95	1,018.66	18.81	907.14	19.85
Total	2,585.79	43.96	2,348.45	43.37	2,247.04	49.18
<b>Grand Total (million baht)</b>	<b>5,881.62</b>	<b>100.00</b>	<b>5,415.37</b>	<b>100.00</b>	<b>4,578.40</b>	<b>100.00</b>





## 1.2.2 Products Information

### 1. Industrial Elastomer Parts

#### (1) Nature of Products or Services

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

#### Group 1.



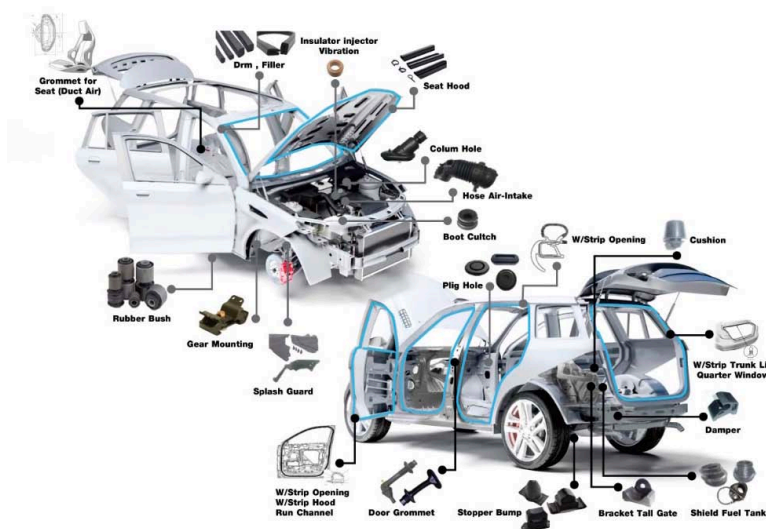
Elastomer Parts for Automotive Industry

#### Group 2.



Elastomer Parts for Other Industries

#### Elastomer parts for car



#### Elastomer Parts in Engine Room

- Gauge Oil
- Hose Air Intake
- Cylinder Gasket

#### Elastomer Parts in Powertrain System

- Column Hole
- Cover Dust Shift Lever

#### Elastomer Parts for shockproof

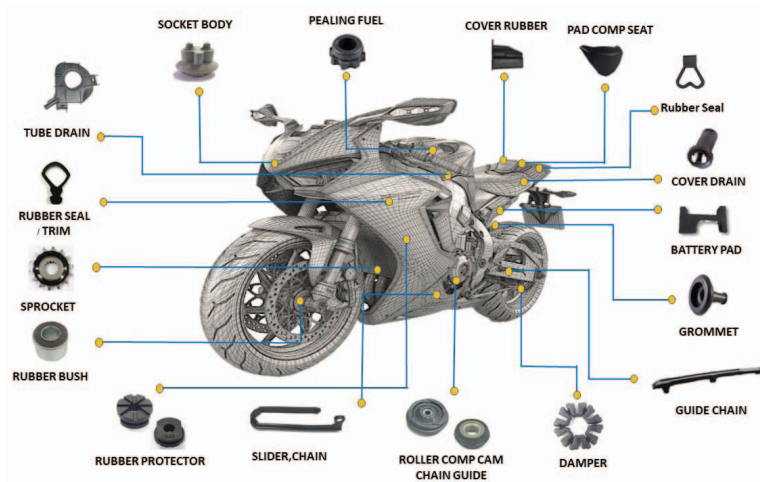
- Seal Rubber Hood
- Fuel Hose Seal
- Rubber Bumper
- Hanger
- Clamp Injection Pipe
- Stopper Bump
- Damper
- Oil Pump Cover
- Fuel Tank Strap
- Spring pad
- Fuel Pump Cover

#### Elastomer Parts for Interior and Rubber Seal

- Weather Strip Inner
- Socket Cover
- Door Grommet
- Shield Splash
- Shield Fuel Tank
- Rubber Side Step
- Tube Protector
- Brake Hose Cover
- Rubber Molding Upper
- Boot Clutch Release
- Inner Weather Strip
- Fork Support
- Rubber Seal
- Rubber Mat

#### Elastomer Parts for EV

- Motor Rubber Pad
- Battery Rubber Seal
- Charging Rubber Seal



### Elastomer Parts for motorcycle's body

- Peeling Fuel
- Battery Pad
- Cover Frame
- Rubber strap tools

### Elastomer Parts for shockproof

- Chain guide
- Slider Chain
- Roller Comp Cam Chain Guide
- Sprocket
- Oil Seals

### Elastomer Parts for shockproof

- Rubber Bush
- Damper
- Rubber Protector
- Shock Absorber Bushing

### Elastomer Parts for Interior and Rubber Seal

- Rubber Cover
- Grommet
- Rubber Seal
- O-ring
- Tube Drain
- Socket Body
- Ring Head Light
- Screw Rubber Pad

### Group 2. Elastomer Parts for Other Industries

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

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



- Grommet Cushion

#### Elastomer parts for agricultural machinery (Agro-based)



- Fuel Tube
- Bonnet
- Grommet

### Elastomer parts for Infrastructure system



- House Wall Seal



- Setting Box
- Seal and Gasket



- Expansion Joint

### Elastomer parts for Infrastructure



- Dust Seal



- Butterfly Valve

### Elastomer parts for Rail System



- Maintenance Parts



Partners in excellence

- Rail Pad
- Rubber Baseplate Pad
- Studded Rubber Rail Pad

### Elastomer parts for Road Safety



- Traffic pole from natural rubber

### Vi-pafe® Products



## (2) Market and Competition Conditions

### 1. Policy on Promoting Competition and Production Distribution

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

Based on our extensive research and development, our objective is to promote the use of raw materials within the county and expand marketing opportunities for various rubber products, such as sport fields, court fields, playgrounds, sidewalks, and others. We prioritize manufacturing high-quality products that meet acceptable standards and are safe for users. In addition to the increased sales in various types of rubber floor products, continuous development has been made for railway system parts and rubber parts for the construction industry to meet customer demands. This has resulted in sales exceeding 15 million baht in this product category.

Moreover, the company has expanded its customer base to include automobile manufacturers from China and electric vehicle manufacturers, focusing on innovation improvements in both products and manufacturing processes to reduce product costs. The company has fostered internal competition to encourage participation and elevate ideas. Furthermore, there has been a focus on developing internal personnel in research and development and product design to meet customer demands, enhancing the company's competitive capabilities. This has built customer confidence in terms of product quality and on-time delivery, as well as the development of automation systems in the production process, driven by the company's internal team.

As a result, the company is confident in increasing its market share among existing customers and is ready to continuously expand its customer base to new, potential markets, leveraging its strengths in research and development and innovation.

### Main Groups of Customers

#### 1) Original Equipment Manufacturer: OEM

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

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

## 2) Sub-Automobile and Sub-Motorcycle

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

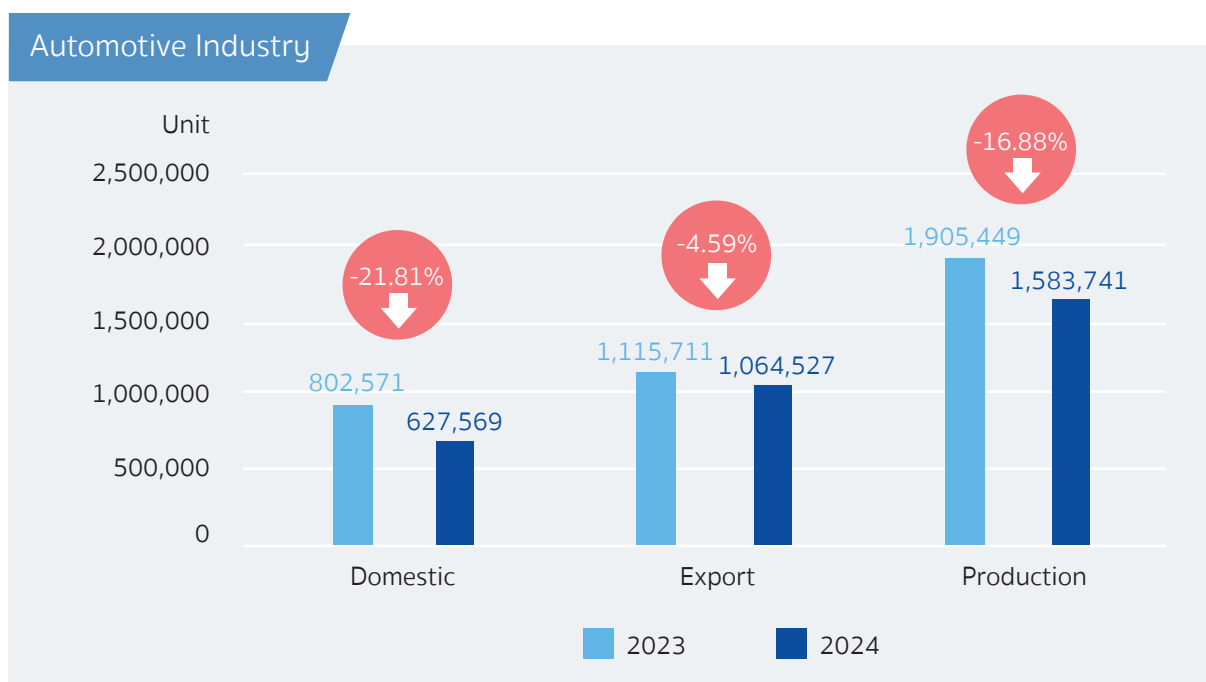
## 3) Others Industries

The group of customers are variety as product features such as

- Cooling machines e.g. Daikin Industries, and Bitwise
- Agricultural machines e.g. Kubota and Kobelco etc.
- Vi-Pafe; e.g. Running tracks, Futsal field, floor paving and Rubber Chip.
- Rail System e.g. BTS and PANDROL
- Road Safety
- Infrastructure

## 2. Market Conditions

### Overview of the Automobile Industry in 2024

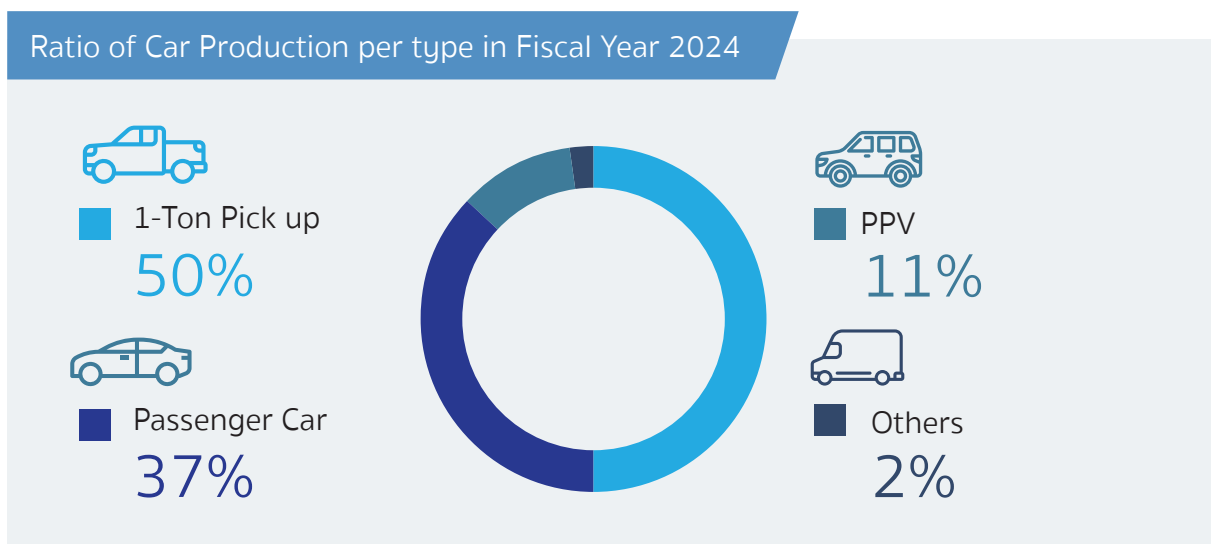
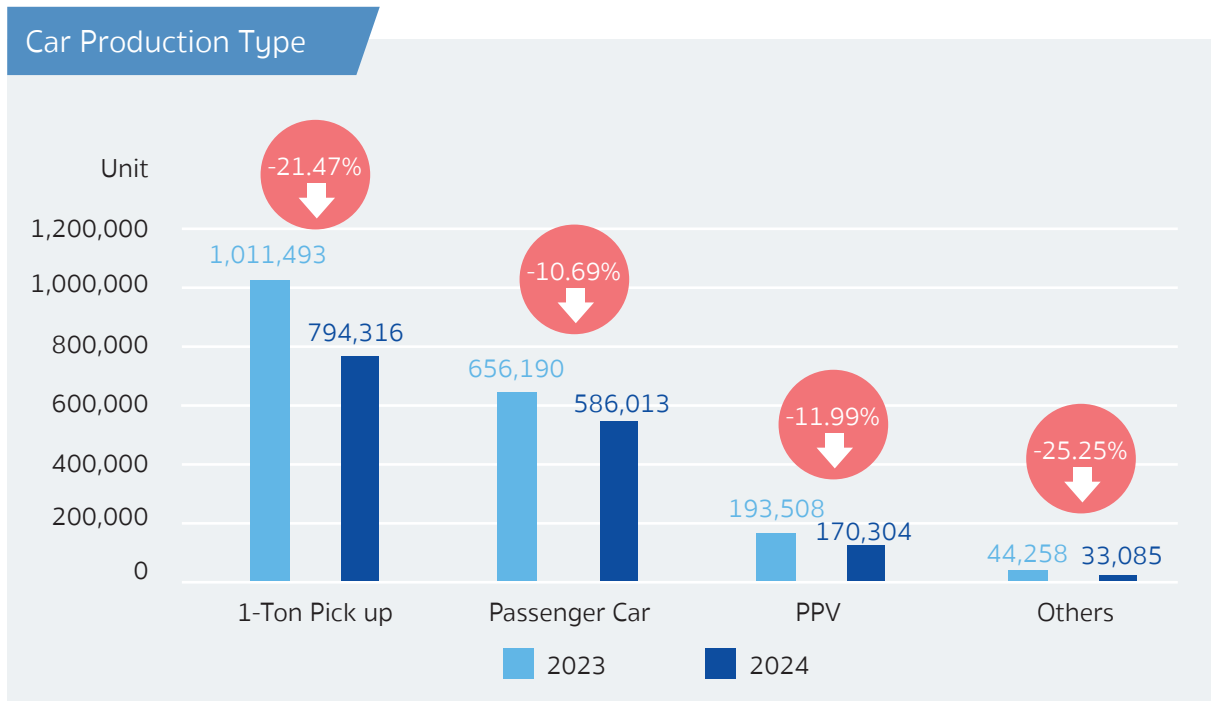


In the 2024 fiscal year, the Thai automotive industry faced several challenges, with total vehicle production reaching 1,583,741 units, a 16.88% decrease compared to the same period last year. Domestic sales were 627,569 units, down 21.81%, and exports of completed vehicles were 1,064,527 units, a 4.59% decline.

The main factors affecting the Thai automotive industry this year include high household debt, which exceeds 90% of GDP, limiting consumer purchasing power, and a decrease in household income, leading to more cautious spending. Additionally, financial institutions have become more stringent in approving loans, making it difficult for consumers to access financing, thus impacting their ability to purchase new cars.

Moreover, the entry of Chinese electric vehicles such as BYD, CHANGAN, NETA, and others into the Thai market has intensified competition. As a result, Japanese car manufacturers must adjust their strategies to maintain market share. The intense competition and economic factors have led some automakers to close their manufacturing plants in Thailand, such as Subaru, which plans to shut down its production line by the end of 2024, and Suzuki Motor, which will cease production at its Thai plant by the end of 2025. Both companies plan to import vehicles from overseas factories instead.

Therefore, the Thai automotive industry faces the challenge of adapting to and coping with domestic market fluctuations, driven by both internal economic factors and increased foreign competition.



When considering the types of vehicles, the production share in the 2024 fiscal year can be broken down as follows:

- Pickup Trucks (1-ton), accounting for 50% of total vehicle production in Thailand, with a decrease of 21.47% compared to the previous year.
- Passenger Cars, accounting for 37% of total vehicle production in Thailand, down 10.69% from the same period last year.
- Multi-purpose Passenger Vehicles (MPVs), specifically Pick-Up Passenger Vehicles (PPV), accounting for 11% of total vehicle production in Thailand, down 11.99% compared to the previous year.
- Other Commercial Vehicles (vans, buses, and trucks), accounting for 2% of total vehicle production in Thailand, down 25.25% from the previous year.

### 3. Competition

The industrial rubber parts market in Thailand is large and highly competitive, with numerous players and the ability to produce products for a wide range of industries, making it an attractive market. The company has extensive experience in manufacturing industrial rubber products with standardized and modern production processes as well as reliable technology, allowing it to consistently capture a significant market share.

In 2024 (October 2023 – September 2024), the company's industrial rubber parts for automotive use had a comprehensive sales channel, including sales to automotive manufacturers or contract manufacturers (Original Equipment Market: OEM) and industrial customers from the automotive and motorcycle sectors (Sub-Automobile and Sub-Motorcycle). In 2024, 35.06% of the revenue came from the OEM market.

Breaking down by product type, in 2024 (October 2023 – September 2024), the revenue from industrial products was 3,295.82 million baht. This was divided into sales through the automotive OEM market, with 27.59% from 4-wheel drive vehicles, 7.46% from 2-wheel drive vehicles, and 15.76% from other industries such as refrigeration and agricultural machinery, representing the company's total sales.

The company's OEM market includes customers from automotive assembly plants such as Mitsubishi, Toyota, Isuzu, Honda, Nissan, Mazda, Suzuki, Ford, Great Wall Motor, and Mine Mobility, as well as motorcycle assembly plants like Honda, Suzuki, Kawasaki, Yamaha, and Ducati.

### (1) Nature of Products or Services

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

### (2) Market and Competition Conditions

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

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

In 2024, IRC had launched many new motorcycle tire model for example Off-Road and On/Off-Road Tire such as IRC GX-20, GP-410 and GP-5 which has over 14 size for selection, additional model for S-99T and DR-4 for Scooter Tire as well as GS-19 for Cruiser Tire which is tubeless tire for domestic and export markets.





## 1. Policy on Promoting Competition and Production Distribution

### Main Groups of Customers

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

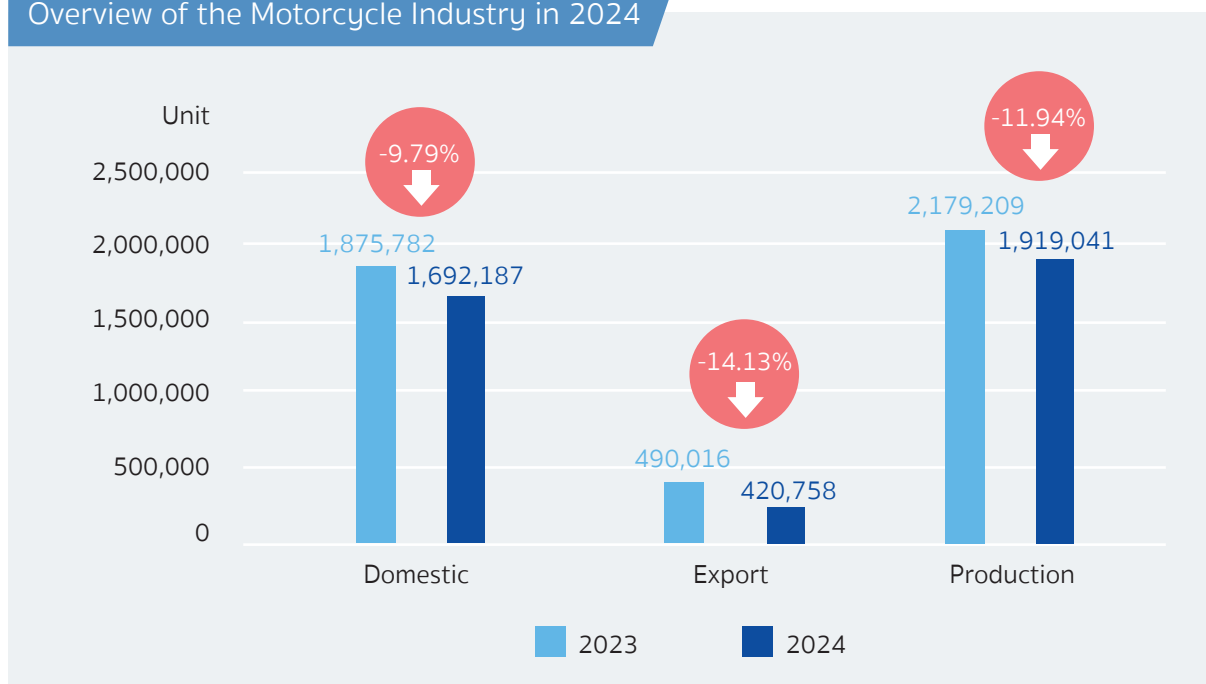
#### 1) Domestic market

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

#### 2) Export market

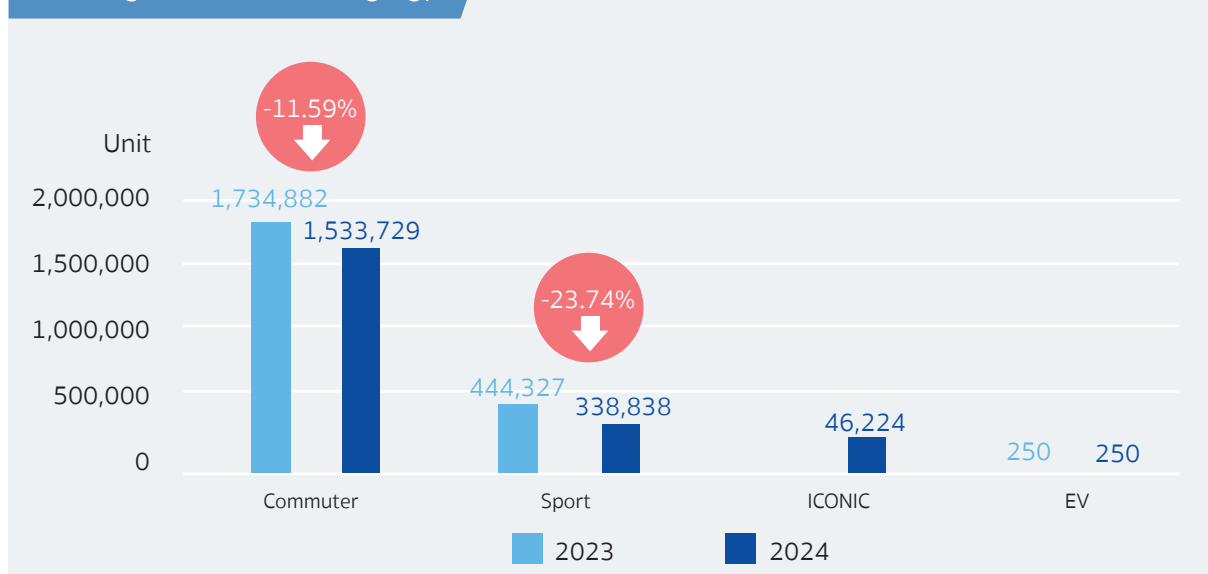
- Direct supply to motorcycle OEMs under IRC's global marketing activities
- Inoac International Co., Ltd. and BIMC Co., Ltd. for Japan market
- Inoue Rubber (Japan) Co., Ltd. for the markets in Japan, United State of America, Europe, and other continents
- Supply via Asian Inoue Rubber (Singapore) to customers in ASEAN countries including Cambodia and Oceania such as Australia.

### Overview of the Motorcycle Industry in 2024



In the 2024 fiscal year, the overall production of motorcycles in Thailand reached 1.92 million units, divided into 1.53 million family-style motorcycles, 0.34 million sport motorcycles, 0.046 million iconic-style motorcycles, motorcycles, and 250 electric motorcycles. However, due to the slowdown in the economy and rising household debt, consumer purchasing power decreased, leading to a decline in motorcycle production. Specifically, family-style motorcycles decreased by 12%, sport motorcycles by 23.74%, and other types also saw reductions in production.

## Motorcycle Production by Type

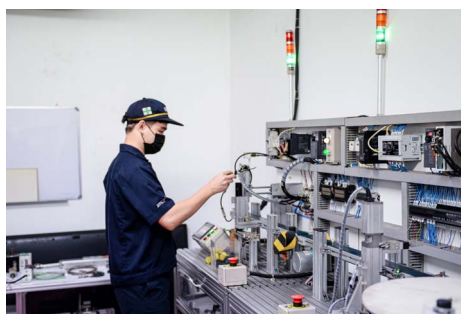


### 3. Competition

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

In 2024, the revenue distribution of motorcycle tires-tubes amounted to Baht 2,247.04 million being classified into sales via OEM Market by 24.24%, Replacement Market by 32.65%, and Export Market by 43.11% of total sales volume of the Company.

#### 1.2.3 Research and Development, and Innovation



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

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

The Company has conducted research and development both in terms of product innovation and production process innovation in order to fulfill the customer demand, and to be ready for supporting the changes upon change into the use of EV motor vehicles. The company also has developed products such as the EB-01 outer tire, which is suitable for electric motorcycles as well as suitable for conventional motorcycles. In addition, the company has been developing products in other industries to offset the loss of sales from rubber components used in internal combustion engine vehicles.

## (1) Product Innovation and Development

The research and development is considered as one of IRC's strengths. We do not aim at the production growth of good and high quality products into the market only. However, we remain determining towards the new product creativities and innovations to fulfill the customer demand along with developing the production process towards Smart factory in order to control the product quality to be reliable, trustworthy, and build maximum satisfaction to both domestic and foreign customers by adhering to work rules, business ethics and code of conduct of the staffs by realizing on the significance of formula/product process development, as well as storage and protection of the Company's confidential information, for instance, copyright, patent, research information, market information and customer information, whereas the Company has cultivated and built an awareness on the said matters to the staffs at all levels in order to lead to the sustainable growth and create a positive impact to be arisen in long term.

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

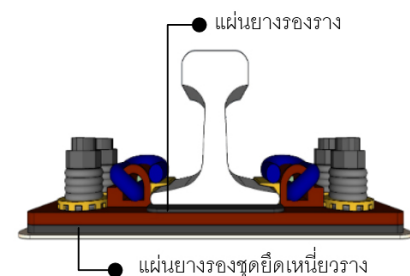


## Innovative Products and Product Development

### Railway rubber pads

Through continuous research and development of railway track rubber pads over the past year, IRC has gained the trust of leading global companies in rail fastening equipment. The company has been entrusted to research and develop a rubber compound formula using natural rubber to produce railway track rubber pads. These pads have passed international testing standards, helping to reduce shock and vibration as trains pass and extending the lifespan of both the railway tracks and the ties.

Moreover, the research and development of rubber track pads and the natural rubber compound formula support the country's logistics development policy, particularly the expansion of rail transport systems. This has led to an increasing demand for railway track rubber pads, contributing to sustainability and creating opportunities for the development of Thailand's railway industry.



## Rubber floors made from renewable materials



Driven by the commitment to continuously develop rubber pellets and synthetic flooring products, IRC has embraced the principles of sustainability in economic, social, and environmental dimensions. The company has expanded its research under the BCG (Bio-Circular-Green) economic model, which includes the biological economy, circular economy, and green economy. This innovation involves redesigning products by combining natural rubber with circular materials, such as reclaimed rubber, eco-carbon black, and rubber pellet dust, which make up more than 30% of the total components. This reduces the reliance on new materials or those produced from petrochemical industries.

By applying the BCG model, IRC addresses key aspects of sustainability: using biological materials, promoting material recycling, reducing waste, cutting imports of chemical materials from abroad, and minimizing environmental impacts. This approach fosters sustainable development in future construction projects. The products maintain excellent elasticity and strength, effectively absorbing shocks from exercise, and comply with Thai Industrial Standards (TIS 2683-2563) for synthetic flooring. These products can also be used for landscaping projects in public parks, enhancing both safety for the public and the aesthetic value of these spaces.

### (2) Innovation in Production Technology

Due to the intense competition in the automotive and motorcycle markets, the sales volume in Thailand has significantly declined. This competitive pressure along with rising raw material costs has forced parts manufacturers in the automotive industry to adapt sharply.

In 2024, IRC set clear goals for sustainable business growth by focusing on innovation in product development to create new market opportunities. The company also incorporated advanced technologies into the manufacturing process, aiming to enhance production efficiency and improve product quality to meet customer requirements while reducing resource usage, in line with the 4R policy. Automation systems were introduced in various production stages, including manufacturing, inspection, and transportation. Additionally, IRC implemented “Lean Automation” and Toyota Production System (TPS) to reduce production steps and minimize waste ensuring that products meet customer expectations and satisfaction both domestically and internationally.

IRC also participated in initiatives to improve production processes including QCC (Quality Control Circle) activities both locally and internationally, Kaizen, Total Productive Maintenance, and Machine Competitiveness Enhancement (MCE). IRC played a role as an instructor in developing



Automated Mobile Robots (AMR) for internal use in factories creating various versions like Low Bed, Trolley, and Automatic Load-in/Load-out types.

Looking ahead, IRC plans to design, develop, and create Low-Cost Automation in 2025-2026. This includes developing AMRs at 40% lower production costs compared to current prices and creating Low-Cost Robot Arms, reducing production costs by more than 50% compared to external procurement.



### 1. Performance

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

Tools/ Projects	Details	Employee Group
<p><b>Quality Control Circle: QCC</b></p>	<p>a group activity focused on fostering collaboration among employees within the organization. It encourages collective brainstorming to address issues arising from work processes, with the goal of improving them through the QC Circle process. Additionally, the activity helps develop employees by encouraging them to express opinions and take action. This creates a sense of pride in the outcomes, which come from employees at all levels from the lower to upper tiers. The benefits to the organization include meeting customer needs, reducing costs, and enhancing work efficiency.</p>	<p>Whole Organization</p> 
<p><b>Kaizen</b></p>	<p>Improving work processes to reduce costs, enhance efficiency, and improve the work environment in a simple, immediate manner can be done on an individual level. This approach encourages employees at all levels to develop ideas for improving the tasks and responsibilities they are directly involved with. It fosters a culture of continuous improvement and empowers employees to take ownership of enhancing their work areas, ultimately benefiting both their personal growth and the organization as a whole.</p>	<p>Whole Organization</p> 

Tools/ Projects	Details	Employee Group
<p><b>Product Innovation</b></p>	<p>The development of product innovations aims to create new products that open up marketing opportunities both domestically and internationally. For example, manufacturing components for large public transportation systems, as well as researching and developing the use of Bio Economy and Circular Economy materials as part of the raw materials. This approach is focused on producing environmentally-friendly products, contributing to the creation of new marketing opportunities that are more environmentally conscious. It also supports efforts to reduce greenhouse gas emissions, aligning with sustainable development goals and the growing demand for eco-friendly solutions.</p>	<p>Research and Development Department</p> 
<p><b>Process Innovation by Automation System</b></p>	<p>Over the past 9 years, IRC has transitioned from being a user to becoming a designer and creator of its own automated machinery systems within the company. The production engineering department has developed various production processes into automated systems independently, aiming to enhance competitiveness in terms of product quality, output, and cost efficiency. This initiative also elevates the organization's and employees' knowledge and capabilities. Additionally, the automation processes help reduce greenhouse gas emissions, contributing to more sustainable operations.</p>	<p>Production Engineering Department</p> 

In 2024, IRC has developed products and projects for the installation of in-line automation to improve production efficiency and product quality, and to reduce the waste from production process.



18 Models  
Industrial  
Elastomer Parts



24 Models  
Motorcycle  
Tires and Tubes



47 Projects  
Productivity  
Improvement  
Project

## The innovation of production technology results from 2022 - 2024

Projects name	Total Projects			Productivity Up (Million Baht)		
	2022	2023	2024	2022	2023	2024
Quality Control Circle: QCC	151	127	126	7.47	11.31	8.61
Kaizen	775	854	740	6.54	12.47	9.26
Automation Projects	23	29	47	30.60	6.87	10.27

## Awards and Achievement in Production Technology



Received the first-place award for presenting the QCC work in the MCC – QCC activity of the Mitsubishi Motors Cooperation Council (Thailand)



Received a plaque of recognition for participating in the TCC Manufacturing Competitiveness Enhancement activity, where the company served as an instructor for building AGV/AMR for use by members of the Toyota Cooperation Club.



Received a certificate of excellence in the Quality Group category for presenting the work on QCC activities at the 38th Thailand Quality Control Circle (QC) Convention and also were nominated to present the work at the International Convention on Quality Control Circles in Sri Lanka.

## Enhancing the Production Process

The implementation of the OFS program is to conduct real-time monitoring of the production process and assess the performance of the OEE production process, in order to use the acquired data to make improvements to the process, reduce waste and apply the information to increase productivity.

The introduction of automation to the production process aims to mitigate fatigue and human error, increase confidence in the quality of various processes, as well as increasing productivity, such as

Details	Inoue Rubber (Thailand) PCL.		Kin No Hoshi Engineering Co., LTD.
1. BOI Certificated No.	64-0737-1-07-1-0	64-0736-1-07-1-0	63-0570-1-00-1-0
Dated	17 March 2021	17 March 2021	15 April 2020
2. Policies for Investment Promotion	Motorcycles Tires and Tubes Manufacturing	Elastomer parts for Vehicles and Compounded Rubber	Metal Molds Manufacturing and maintenance
3. Privileges			
3.1 Being exempt of corporate income tax for net profit generated from operating the promoted and exempt business without requiring to include dividend from the promoted business which is exempt of corporate income tax to calculate for tax payment	3 Years	3 Years	5 Years
3.2 Being permitted for deducting loss for the year arisen during being exempt of income tax from net profit arisen after the exemption period of corporate income tax for 5 years period from the expiry date pursuant to Clause 3.1	Being permitted	Being permitted	Being permitted
3.3 Being exempt of reduction in important tax for machines as considered by the Board for approval	Being exempted	Being exempted	Being exempt
3.4 Being exempt of import duty for raw materials and essential materials required for importing from foreign countries to be used in manufacturing for exporting from the first importing date	Not being exempt	Being exempt	Not being exempt
3.5 Being reduced of corporate income tax for net profit generated from operating the promoted business in the rate of 50% of normal rate for 5 years period from the expiry date pursuant to Clause 3.1	Not being reduced	Not being reduced	Not being reduced
4. Effective Date for Exercising the Right under BOI Certificate	24 July 2021	24 July 2021	3 May 2021



## 1.2.5 Policy of Investment in the Subsidiaries and Associated Company

The Company establishes the policy of investment in its subsidiaries for operating the business to support the Company's business lines, and enhance the competitiveness, facilitate the easiness in management line with investment value in both subsidiaries as at 30 September 2024 at 20.05 Million Baht and associate company at 110.44 Million Baht (the detail as per Note to Financial Statements 15 and 13.2)

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

## 1.2.6 Supply of Products

### (1) Total Production Capacity

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

	Production Capacity/Year	
	2023	2024
Industrial Elastomer Parts	329 Million Units	329 Million Units
Motorcycle Tires and Tubes	19 Million Units	19 Million Units

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

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

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

#### Proportion of Main Raw Material Supply in 2024



Note: Imported Raw Material purchased THB, JPY and USD

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

- None -

### (4) Environmental Disputes or Litigations

- None -

### (5) Undelivered Works

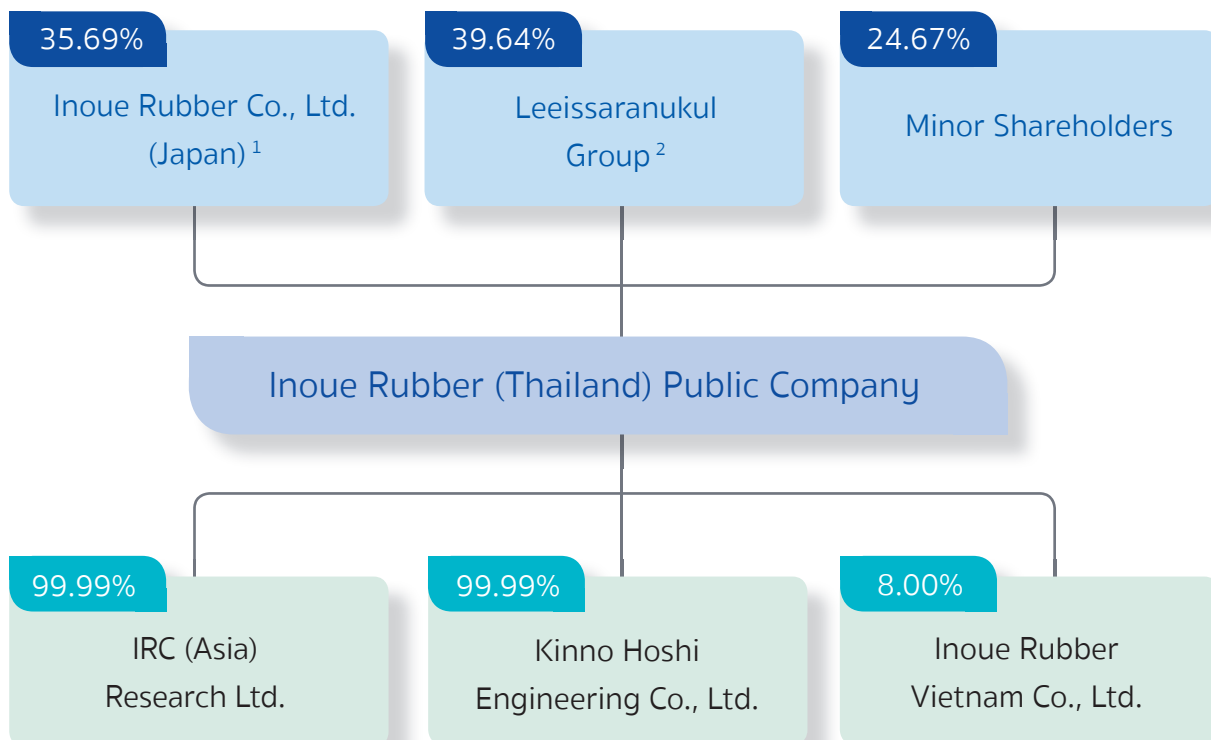
- None -

## 1.3 Shareholding Structure of the Company

### 1.3.1 Shareholding Structure of the Company

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

As at September 30, 2024



Remark: <sup>1</sup>Major shareholder group who participate in business operation by sending persons to be directors

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

## General Information



### Company Name

Inoue Rubber (Thailand) Public Company Limited



#### Abbreviation

IRC

#### Company Registration Number

0107536001737

#### Type of Business

Manufacturer of Industrial Elastomer  
Part and Motorcycle Tires and Tubes



#### Registered Capital/ Paid-up Capital

192,207,700 Baht  
(fully paid-up)

#### Number of Share

192,207,700 ordinary shares

#### Par Value

1 Baht



#### Site (Head Office)

258 Soi. Rangsit – Nakornnayok 49, Prachatipat, Thanyaburi, Pathumthani 12130



#### Tel

(66) 29 960 890



#### Fax

(66) 29 961 439



#### Website

[www.ircthailand.com](http://www.ircthailand.com)

### Company that IRC held more than 10% share

#### IRC (Asia) Research Limited

258 Soi. Rangsit – Nakornnayok 49,  
Prachatipat, Thanyaburi, Pathumthanee  
12130

#### Tel

(66) 29 960 890

#### Fax

(66) 29 961 439

#### Type of Business

Conducts mainly researches and development  
for the Company's raw materials and  
products

#### Registered Capital

30 million baht, paid-up capital  
10.05 million baht

#### Share Portion

99.99%

#### Kinno Hoshi Engineering Co., Ltd

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

#### Tel

(66) 35 272 206-7

#### Fax

(66) 35 214 896

#### Type of Business

Manufactures metal molds for motorcycle and  
automotive elastomer parts. Currently, mainly  
manufactures various types of mold for the  
Company.

#### Registered Capital

10 million baht, paid-up capital 10 million baht

#### Share Portion

99.99%

### 1.3.2 Parties with Conflict of Interest

- None -

### 1.3.3 Relations with Major Shareholders

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

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

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

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

### 1.3.4 Shareholders

#### Major Shareholders

List of the top 10 shareholders as at closing date on February 9, 2024

Shareholders	Number of Shares	Shareholding Percentage
1. Inoue Rubber (Japan) Co., Ltd.*	68,600,000	35.69
2. Sopa-Kanok International Co., Ltd.**	50,666,000	26.36
3. Dr. Vicharat Chawa-amphorn	8,199,999	4.27
4. Mrs. Pimjai Leeissarakul*	5,568,575	2.90
5. Mrs. Porntip Sethiwan**	4,884,875	2.54
6. Mr. Apichart Leeissarakul*	4,697,700	2.44
7. Mr. Thanong Leeissarakul**	4,370,500	2.27
8. Mrs. Porndee Leeissaranukul**	3,200,000	1.66
9. Mr. Viriya Trangadisaikul	3,091,200	1.61
10. Mr. Niti Osathanugrah	2,838,000	1.48

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

\*\* Leeissaranukul family Shareholding

## Securities Holding Report of Directors and Executives for the Year 2024

Name	Position	Number of Shares		Trading during fiscal year 2024	Proportion (%)
		30 SEP 2023	30 SEP 2024		
Mrs. Pimjai Leeissaranukul <sup>/1</sup>	Chairman/ Executive Chairman/ Executive Director	5,568,575	5,568,575	-	2.90
Spouse and minor children					
Mr. Shigeki Yamada	President / Executive Director	-	-	-	-
Spouse and minor children					
Mr. Soichi Inoue <sup>/2</sup>	Director	-	-	-	-
Spouse and minor children					
Mr. Thanong Leeissaranukul <sup>/1</sup>	Director	4,370,500	4,370,500	-	2.27
Spouse and minor children					
Mr. Apichart Leeissaranukul <sup>/1</sup>	Director	4,697,700	4,697,700	-	2.44
Spouse and minor children					
Mrs. Porntip Sethiwan <sup>/1</sup>	Director	4,884,875	4,884,875	-	2.54
Spouse and minor children					
Mr. Kenjiro Miwa	Director	-	-	-	-
Spouse and minor children					
Mr. Hideo Oya	Director	-	-	-	-
Spouse and minor children					
Mrs. Anchalee Chavanich	Independent Director	-	-	-	-
Spouse and minor children					
Associate Professor Jaruporn Viyanant *	Independent Director	-	-	-	-
Spouse and minor children					
Ms. Chunhachit Sungmai *	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Kittichai Raktakanit	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Surong Bulakul	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Kanin Laochinda	Managing Director	1,303,100	1,400,000	96,900	0.73
Spouse and minor children					
Mr. Akira Tokoro	Managing Director	-	-	-	-
Spouse and minor children					
Mrs. Witchuda Kupongsak	Executive Director of Administrative and Control Unit	-	-	-	-
Spouse and minor children					
Mr. Suchart Kootiratrakarn	Executive Director of Tire & Tube Business Unit	1,000	1,000	-	0.0005
Spouse and minor children					
Mr. Narongchai Rattanaekkawin	Executive Director of IED Business Unit	10,000	12,200	2,200	0.0063
Spouse and minor children					
Mr. Tatsuo Kubota	Executive Director of IED Business Unit	-	-	-	-
Spouse and minor children					
Ms. Praewphan Songhong	Finance Division Manager	-	-	-	-
Spouse and minor children					

Remark: <sup>/1</sup> Major shareholder: Leeissaranukul family,

<sup>/2</sup> Major shareholder: Inoue Rubber (Japan)

\* Ms. Chunhachit Sungmai assumed the position on May 15, 2024, replacing Associate Professor Jaruporn Viyanant.

## 1.4 Registered and Paid-up Capital

The company has a registered capital of 192,207,700 Baht, divided into 192,207,700 common shares with a par value of 1 Baht per share, fully paid. Shareholders are entitled to one vote per share.

## 1.5 Issuance of Other Securities

- None -

## 1.6 Dividend Policy

### Dividend Policy of the Company

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

### Dividend Policy of the Subsidiaries

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

### IRC Dividend Payment in the past 3 years

Year	2022	2023	2024*
Earnings per share (THB/share)	0.57	0.83	1.62
Dividend per share (THB/share)	0.2910	0.4178	0.8680
• BOI	0.2496	0.4178	0.5449
• NON-BOI	0.0414	0	0.3231
Dividend payout ratio (%)	50.00	50.00	50.00

\*In case getting approval by 2025 AGM

## 2. Risk Management

### 2.1 Risk Management Policy and Plans



#### 2.1.1 Risk Management Policy

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

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

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

## 2.1.2 Risk Management Culture and Tools

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

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

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



## 2.2 Risk Factors for the Company's Business Operations

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



### 2.2.1 Strategy Risk

#### Risk from Automotive Industry

Over the past year, the Thai automotive industry has seen increased competition, particularly with the rising popularity of electric vehicles (EVs). This is evident from the significant growth in EV registrations. Additionally, the government's current policies support the transition from internal combustion engine vehicles to future vehicles (HEVs, PHEVs, BEVs, and FCEVs), encouraging manufacturers to establish production bases in Thailand. Inoue Rubber (Thailand) Public Company Limited is well-positioned, with its subsidiary, IRC (Asia) Research Ltd. having over 29 years of experience in R&D. The company is prepared to support future vehicle systems and has developed strategic plans to stay competitive and responsive to changes in the market.

#### Motorcycle Tires and Tubes Business Unit:

The company continues to employ a market segmentation strategy divided into three main segments, as follows:

- (1) Original Equipment Market (OEM) – The Company focuses on retaining market share increasing production of high-performance tires, such as tubeless tires in new motorcycle models with more diverse patterns, as well as developing new tire patterns for many models of 150 cc or less motorcycles.
- (2) Replacement Market – The Company focuses on promoting sales with local distributors and constantly launching new products in response to market demands.
- (3) Export Market – The Company focuses on expand oversea market according to the weak of baht situation which is a factor to supporting for export market.

## Industrial Elastomer Part Business Unit:

The company has long been recognized for its expertise in the research and development of rubber components for the industry. It is capable of developing and innovating products according to the specific characteristics and properties required to meet the diverse needs and applications of various customers. The company's industrial rubber products can be divided into two main categories:

1. Automotive Rubber Components: These are used in both automobiles and motorcycles and include rubber parts for the engine compartment, transmission system components, shock absorbers, interior components, and rubber seals.
2. Rubber Components for Various Industries: The company conducts research and development of elastomer-based products for various industrial applications, tailored to customer specifications and diverse usage needs. These include rubber products for infrastructure systems, local development, agricultural machinery, construction equipment, refrigeration units, electrical equipment, building materials, water systems, and more, based on customer requirements.

### Risk from transitioning to Electric Vehicle (EV)

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

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

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

### Risk of Climate Change

Climate change is a major concern for all sectors, which has resulted in the development of guidelines to reduce greenhouse gas emissions (GHGs), including regulations to reduce current greenhouse gas emissions as well as legislation and regulations to limit future greenhouse gas emissions.

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

### Risk of relying on the major customers

In the past year, the company supplied motorcycle tires and automotive rubber parts to a small number of major customers. The company has always maintained good relationships with these customers. However, due to the presence of several large competitors in the industry, there is a risk that customers may choose not to renew their contracts with the company or may decide to purchase certain products from competitors. If the company loses these customers, it could have a significant impact on revenue. If the company is unable to find replacement customers, it may affect the long-term viability of the business

Nevertheless, the company has managed risk by continuously improving product quality and services to remain competitive, while maintaining its existing customer base. The company regularly follows up with customers and is also expanding its customer base and exploring new markets, such as electric motorcycle manufacturers and other industries, to strengthen sales.

### Risk of Technological Changes

The company is committed to adapting to and closely monitoring technological trends. It has investment plans in automation and new technologies to enhance production efficiency and maintain competitiveness. This includes the adoption of IoT systems, artificial intelligence (AI), automation, and data analytics to optimize production processes in a timely manner and reduce costs in the long term.

### Risk of New Competitors

The motorcycle tire and industrial rubber component markets are highly competitive. The company remains focused on continuous product development, with an emphasis on quality and research and development (R&D) to create a competitive advantage. Additionally, the company strengthens relationships with existing customers while expanding its market reach to new customers in various regions

## Risk of Natural Disasters and Climate Change

The company has established a Business Continuity Plan (BCP) to address emergencies caused by natural disasters such as floods or storms, which could impact the supply of raw materials, production processes, and product delivery to customers, potentially causing delays. The BCP is designed to ensure that the company can maintain its operations seamlessly even in the face of unexpected events, minimizing disruptions to the business.

### 2.2.2 Operational Risk

#### Risk of Technology and Innovation in the production process

The Company have brought lean concept, improving the manufacturing process to be a smart factory, Business Intelligence (BI) system, supplemented with the Total Productive Management (TPM) to co-develop with intelligent technologies, to enhance the efficiency, reduce cost, and losses in production management. The Company have also been encouraged to promote the Company's innovation deemed as part of the Company's corporate culture conforming to the Company's organizational vision and missions and the Thailand 4.0 model progressed by the government. These well-developed strategies will lead to greater competitiveness and success, while creating potential values for the Company's products and services in a sustainable manner. Moreover, to maintain the quality standard of the Company's productions, the Company have also determined to focus on controlling, developing, and maintaining machinery and equipment to ensure effective production process at all times.

#### Risk of Occupational Health and Safety and the Quality of Employees

The company remains committed to strengthening its organizational foundation by developing employee potential, promoting knowledge, and fostering a shared sense of responsibility. This is aimed at ensuring alignment with the company's goals and objectives. Furthermore, the company places great importance on workplace safety to mitigate risks arising from operations. It has set a goal to become a zero-accident workplace by instilling a safety-first mindset among employees, adhering to safety policies, and cultivating a strong safety culture. Regular safety training and events, such as Safety Day, are conducted to raise awareness. Additionally, safety plans and recommendations are consistently implemented. In 2024, the Safety, Occupational Health, and Work Environment Committee has actively worked towards achieving these goals.

#### Risks of information systems and cyber threats

The company has established an information security policy to mitigate the risk of business disruptions. This includes the use of encryption technology, the implementation of backup systems, strict data access control, and regular cybersecurity training for employees. Additionally, the company ensures that risk assessments are conducted regularly to stay ahead of potential cyber threats and safeguard the integrity of its information systems.

## 2.2.3 Financial Risk

### Risk from fluctuations in foreign exchange rates

The company conducts transactions in foreign currencies, including Japanese yen (JPY), US dollars (USD), and euros (EUR). To mitigate the risk from foreign exchange rate volatility, the company closely monitors exchange rate movements and has implemented a policy to enter into foreign exchange contracts. Regular summary reports are provided to management for review, and quarterly updates are submitted to the Risk Management Committee to ensure effective risk management in this area.

### Risk of Customer's Credit

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

## 2.2.4 Compliance Risk

### Risk of Compliance and Regulations related to the Company

The company places great importance on complying with laws, regulations, and rules related to production, operations, factory management, accounting, occupational health and safety, the environment, labor laws, data disclosure, anti-corruption, and other essential international standards such as ISO. The company has consistently adhered to all relevant laws, regulations, and standards.

In 2024, the company reviewed its risk management policy, the Risk Management Committee's charter, the roles and responsibilities of the Board of Directors, the corporate governance policy, and the business code of conduct to ensure alignment with the Good Corporate Governance Code (CG Code) for listed companies (2017), as well as the rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

### Risk of Social and Environment

The company recognizes that being a good corporate citizen involves not only complying with laws and regulations but also balancing and responding to the needs and expectations of stakeholders. The company has established an Environmental Committee and a Corporate Social Responsibility (CSR) working group to ensure proper communication and engagement with stakeholders. These committees act as intermediaries between the company and its stakeholders, ensuring that the company conducts business sustainably within society.

Additionally, the company has made significant investments in machinery and innovations that minimize environmental impact. This is part of the company's commitment to coexisting peacefully and sustainably with the surrounding community and society.

## Compliance Risk with Environmental and Sustainability Regulations

As many countries enforce stricter environmental regulations, such as greenhouse gas emission controls and compliance with sustainability standards, or set targets for achieving net-zero greenhouse gas (GHG) emissions, the company is aware of the importance of environmental responsibility and GHG reduction measures. The company has committed to achieving net-zero GHG emissions by 2050 and has already made significant investments in 2024 to progress toward this goal. Examples include installing cooling systems that use thermal energy for phase change, expanding solar power generation (Phase 2), and future plans to increase automation, replace CFC-free air conditioning systems, and initiate Phase 3 of solar energy production. Furthermore, the company is strictly adhering to sustainability standards to align with international regulations and stakeholder expectations. This approach ensures the company's long-term competitiveness and reduces its environmental impact.

### 2.2.5 Emerging Risk

#### Inflation Risk

Rising prices of goods directly impact consumer decision-making. If energy and transportation costs remain high, the prices of consumer goods across the board may increase simultaneously, which will inevitably affect consumers. As a result, higher product prices can reduce consumers' purchasing power, leading to decreased consumption. This may cause domestic consumption to grow at a slower rate than expected. The company closely monitors the situation and customer orders to address potential impacts from inflation.

#### Geopolitical Risk

In the past year, ongoing geopolitical conflicts, such as the U.S.-China tensions, the war between Ukraine and Russia, and the recent conflict between Israel and Hamas, have significantly impacted the global economy. Energy prices have surged, leading to higher inflation rates, reflected in the increased direct and indirect costs of raw materials, which rise in tandem with energy prices. This has contributed to global economic recession, weakened demand, and heightened uncertainty in the world economy.

Although the situation between Ukraine and Russia has somewhat de-escalated, the conflict between Israel and Hamas further exacerbates the global economic strain caused by the prolonged Russia-Ukraine war and the tensions between the U.S. and China. These factors negatively affect the global economy, including Thailand's, where recovery remains incomplete due to inflation, high energy costs, and challenges in the tourism sector.

While the current situation is still somewhat contained, and Israel is not a major oil producer, the Thai economy has not fully recovered. If the conflict spreads to other countries, particularly in the Middle East, it could drive global energy prices higher. Coupled with the depreciation of the Thai baht against the U.S. dollar and Thailand's status as a net energy importer, this could lead to rising production costs and increased inflation in the future.

# 3. Driving business for sustainability

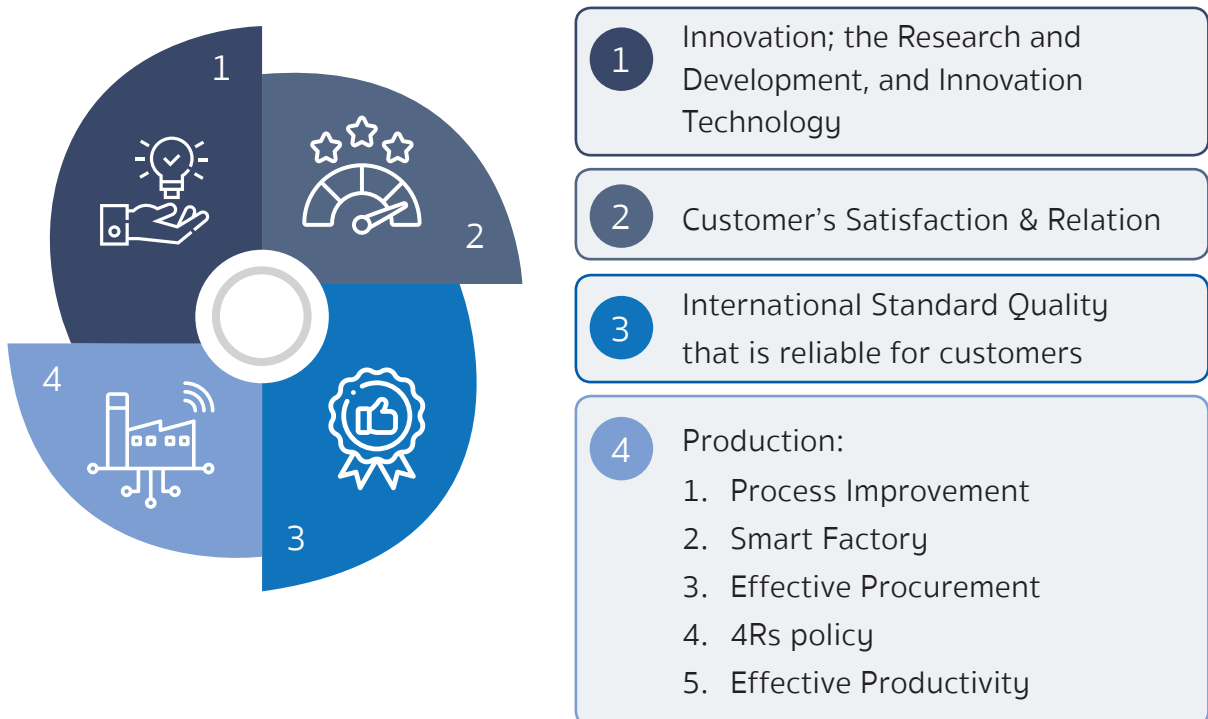
## 3.1 Sustainability Management Policy and Target

IRC is resolute to propel the organization to sustainability as per the sustainability strategy of the Company. It begins with the concrete base of everybody in IRC called IRC DNA, which consists of



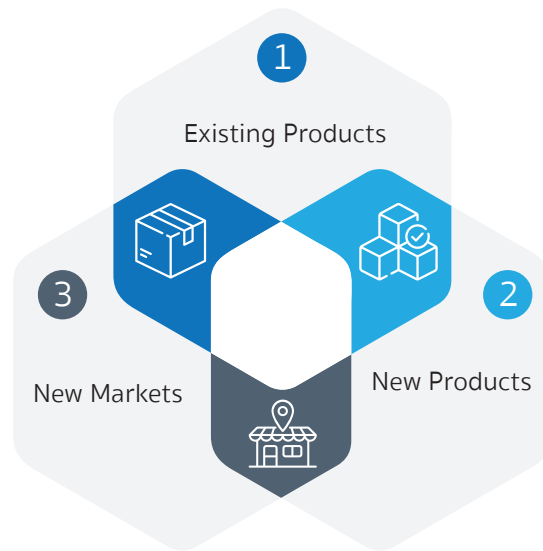
Along the road to firm sustainability, there must be the risk management and supply chain management conducted by Risk Management Committee. On the other hand, Good Corporate Governance and Code of Conduct are conducted by Good Corporate Governance and Social Responsibility Committee. In addition, transparency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

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



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

These key plans bring about the competitiveness in cost, quality and product reliability, as well as revenue growth responsible by 3 main channels which are 1. Existing Products, 2. New Products and 3. New Markets that all lead to IRC's sustainability goal.



Given its sustainability goals, IRC has formulated sustainability management policies and plans in line with its business operations and corporate strategies to reflect its commitment to develop a business with the focus of environmental, social and governance (ESG) issues, following the Company's vision. Additionally, the Company has developed its policies to be in line with the sustainable development goals (SDGs) of the United Nations and has reported activities that aim to achieve global sustainability in this report.



## 3.2 Impact Management to Stakeholders in the Business Value Chain

### 3.2.1 Value chain

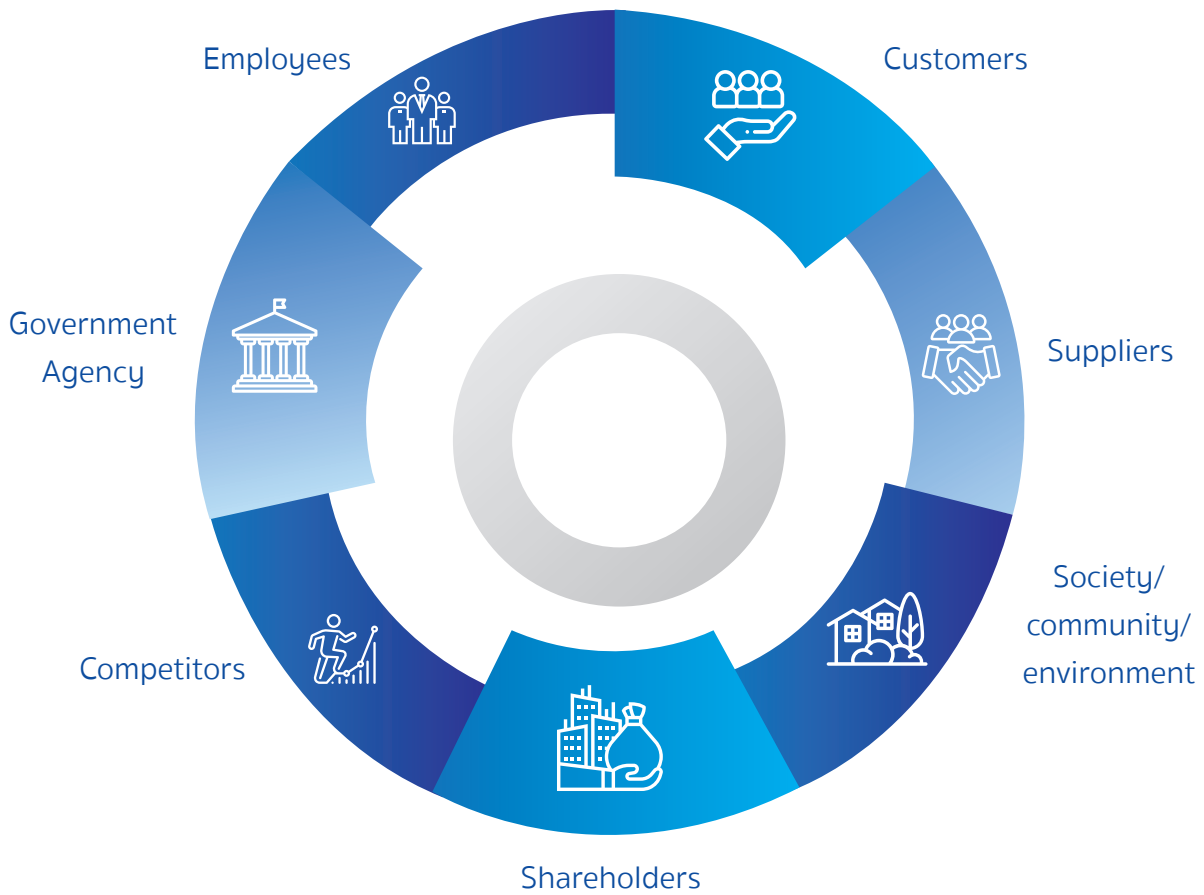
There are processes to connect with stakeholders at all stages throughout the organization's value chain. The company has created value for the society and environment through its products and services following the organization's vision on corporate governance and the BCG model, which focuses on economic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



### 3.2.2 Analyzed the stakeholders in value chain



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



## Stakeholders

Expectation of stakeholder	Response to stakeholder	Performance on stakeholder engagement
<div style="display: flex; justify-content: space-between; align-items: center;"> <span data-bbox="245 365 397 398">Employees</span>  </div>		
<ol style="list-style-type: none"> <li>1. Fair employee benefits and compensation</li> <li>2. Health and sanitation at work and job security</li> <li>3. Happy working environment</li> <li>4. Professional skill development to keep up with the changes</li> <li>5. Complaint channel for fair hearings</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish policies and employee treatment practices.</li> <li>2. Establish policies on employee conduct and treatment of other employees.</li> <li>3. Establish IRC's safety, occupational health, and working environment policies.</li> <li>4. Provide personal protective equipment (PPE) for employees.</li> <li>5. Have a plan to develop skills for employees at all levels in the organization (reskilling and upskilling).</li> <li>6. Create a channel for fair hearings for employees such as an HR Clinic</li> </ol>	<ol style="list-style-type: none"> <li>1. No accident at work that leads to death.</li> <li>2. Average number of training hours of 25 hours/person/year.</li> <li>3. No complaint related to human rights principles.</li> <li>4. No labour dispute</li> </ol>

Expectation of stakeholder	Response to stakeholder	Performance on stakeholder engagement
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Customers	  
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<ol style="list-style-type: none"> <li>1. Reliable quality</li> <li>2. Reasonable quality and price</li> <li>3. Supply chain management, On-time delivery</li> </ol>	<ol style="list-style-type: none"> <li>1. Recognize and adhere to “The spirit of quality” that represents the “Quality is priority. On-time delivery. Satisfied customers.” Motto.</li> <li>2. Comply with the rules and standards at all times.</li> <li>3. Promote internal quality control in each production unit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Awards, certificates, plaques, and accolades received from customers and other organizations.</li> </ol>
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Suppliers	   
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<ol style="list-style-type: none"> <li>1. Fair and equal treatment of suppliers</li> <li>2. Efficient supply chain</li> <li>3. Provide assistance in various areas as much as possible.</li> <li>4. Potential joint development</li> <li>5. Timely payment management</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish policies and practices on supplier and/or creditor treatment.</li> <li>2. Support potential development of sub-contractors (SMEs).</li> <li>3. Provide support to improve the quality of rubber from Khlong Pang Cooperative, Trang province to achieve international certification such as PEFC’s ISO19001: 2015 sustainable rubber plantation standard.</li> <li>4. Accurate, complete and timely payment schedule.</li> </ol>	<ol style="list-style-type: none"> <li>1. Selected suppliers were able to deliver quality products and services to the company in a timely manner.</li> <li>2. Small and medium enterprises (SMEs) are able to increase their competitiveness, strengthening the country’s economy.</li> </ol>
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## Society/community/environment



1. Pollution and environmental management
2. Environmentally friendly products
3. Climate change
4. Efficient resource management
5. Ecological conservation

1. Establish social and environmental responsibility policies.
2. Establish environmental policy.
3. Establish a monitoring and surveillance agency for environmental complaints.
4. Conduct environmental monitoring and evaluation on a regular basis to improve and develop an efficient environmental management system.
5. Organize activities in collaboration with local communities, such as campaigns to clean streets and public areas for PM 2.5
6. Organize exhibitions and support personnel as speakers with the municipal authority to exchange and learn together with network partners, including government agencies, private sectors, and the public, to raise awareness and understanding of the value of the environment and the importance of preserving and conserving resources.

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

Expectation of stakeholder

Response to stakeholder

Performance on stakeholder engagement

## Shareholders



1. Corporate governance
2. Transparency in business management
3. Effective risk management

The board of directors, as representatives of all shareholders, has the following duties:

1. Create policies and manuals on corporate governance and business ethics.
2. Promote continuous development of corporate governance.
3. Support the preparation of sustainability report.
4. Appoint the Corporate Governance and Social Responsibility Committee and the Risk Management Committee.
5. Develop a risk management plan.

1. Received the “Excellent” CGR rating from the Thai Institute of Directors Association.
2. Selected as one of the 100 outstanding securities companies with remarkable performance in Environmental, Social, and Governance (ESG) for the year 2024 by the Thai Institute of Directors.

## Competitors




1. Business operations that are transparent and compete fairly
2. Assistance and exchange of information that is beneficial to overall industry.

1. Develop a competitor treatment policy.
2. Disclose the Company’s information in the annual report and sustainability report.

1. Developed processes that can increase efficiency, reduce costs, preserve the environment such as Total Production System (TPS), and development of the industry as a whole.
2. Create a network of good business partners.
3. There were no disputes with competitors in the past year.

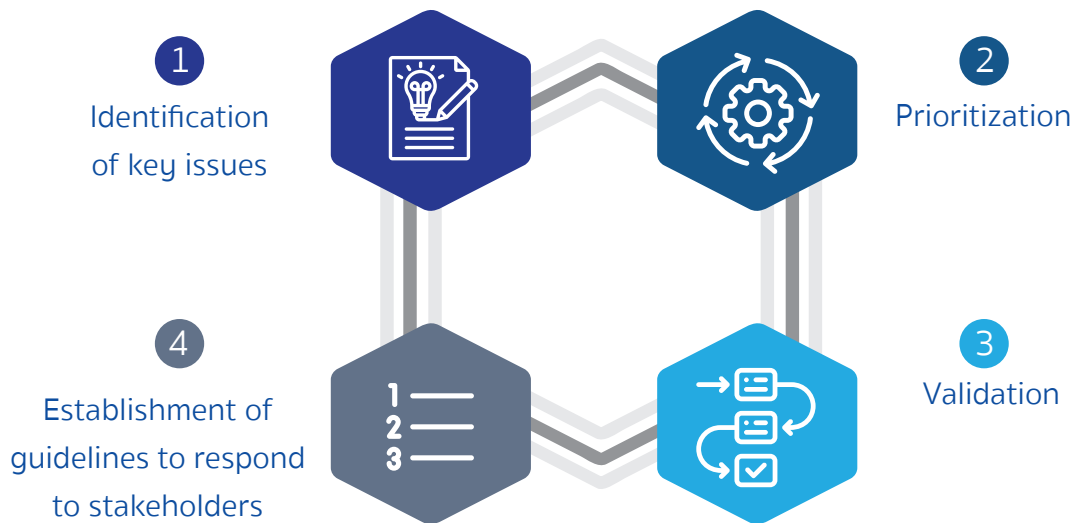
Expectation of stakeholder	Response to stakeholder	Performance on stakeholder engagement
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Government Agency 



<ol style="list-style-type: none"> <li>1. Certification</li> <li>2. Comply with concerned Law and Regulation</li> <li>3. Control environment inside the Company at required standard</li> <li>4. Acknowledged the new regulation.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Company asks permission and certification from related parties before starting the operation.</li> <li>2. The Company follows concerned law and regulation.</li> <li>3. Be responsible for society, as well as control, maintain, preserve and promote environment.</li> <li>4. Monitoring the new regulation</li> </ol>	<ol style="list-style-type: none"> <li>1. The Company and its subsidiaries do not have legal dispute or lawsuit where the directors, executives, or related person are being involved.</li> </ol>
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### 3.2.3 Assessment of the Materiality Issues and the stakeholders



#### 1. Identification of key issues

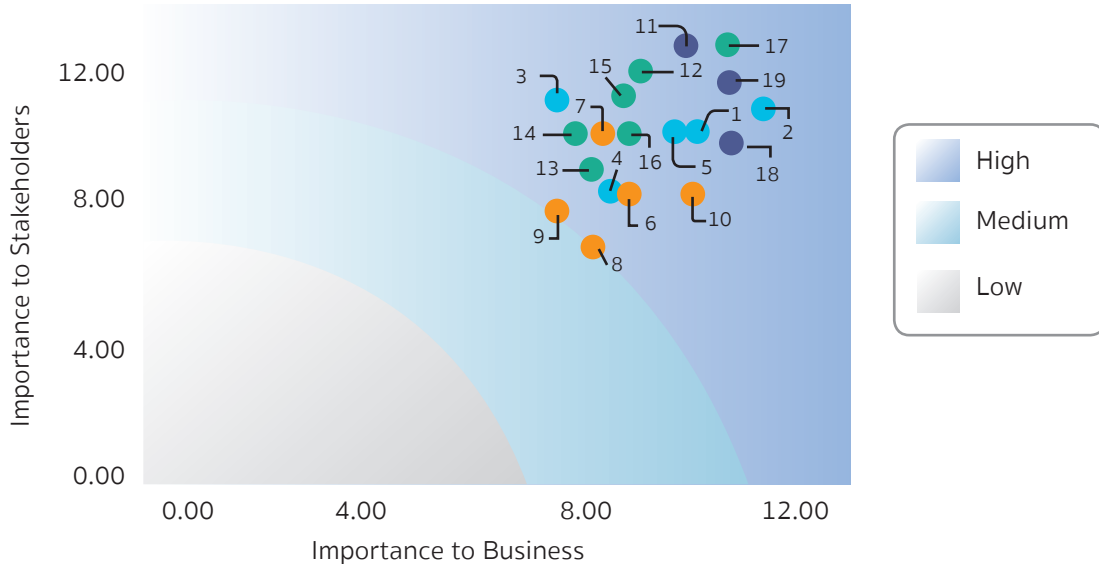
The Company has established the scope of analysis on key issues for sustainability as follows:

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

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

## 2. Prioritization

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



**Economic**

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

**Social**

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

**Environmental**

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

**Governance**

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

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

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



### 3. Validation

In 2024, the Good Corporate Governance and Social Responsibility Committee reviewed the materiality issues by considering the United Nation’s Sustainable Development Goals or SDGs, then presented to the Executive Committee for consideration as a practitioner. Lastly, the materiality issues were proposed to the Board of Directors to consider whether they comply with the overall enterprise direction and appropriateness. This is to ensure that the materiality issues are selected, reviewed, and assessed comprehensively and up-to-date.

### 4. Establishment of guidelines to respond to stakeholders

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

## 3.3 Sustainability Management in Environmental Dimension

### 3.3.1 Environmental Policies and Practices

The Company prioritizes environmental management by investing in the improvement and development of production processes to achieve efficient resource utilization. This approach aims to minimize waste and pollution that could negatively impact the quality of life of stakeholders, while ensuring compliance with relevant laws and regulations governing the Company’s operations.

The Company implements an environmental management system in accordance with ISO 14001 standards and fosters a green culture among employees. These efforts are aimed at reducing the environmental footprint and contributing to the preservation of a sustainable world for future generations.

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

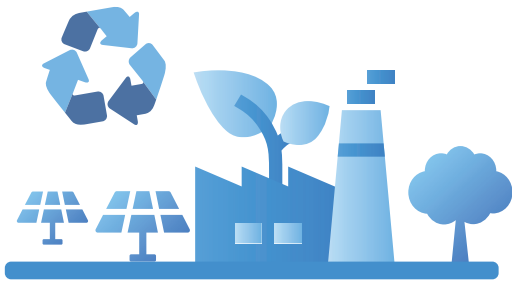


## Vision and Mission towards Carbon neutrality






### Vision

# IRCT Group

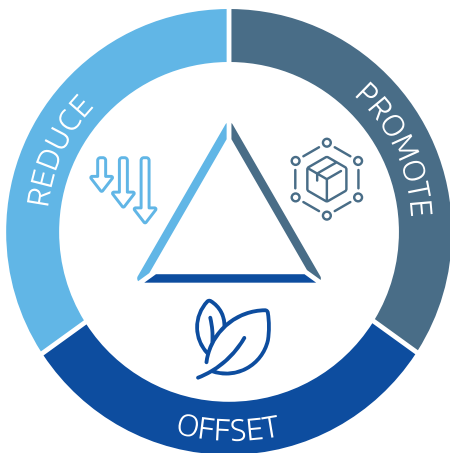
IRCT Group will achieve organizational Carbon Neutrality and business sustainability by 2050 through collaborative creation with its stakeholders



### Mission

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

## Strategies towards Carbon neutrality



### REDUCE



**Carbon Emissions** - Reduce carbon emissions from operating 30% by 2030 through productivity improvement and efficient use of energy and resources



**Waste Management** - Reduce pollution emissions through waste reduction, efficient use of resources and effective waste treatment (4Rs) leading to Zero Waste to Landfill

### PROMOTE



**Renewable Energy** – Introduce renewable energy sources into the organization



**Sustainable Transportation** - Use Appropriate Energy Efficient Vehicle with Low Emissions rate



**Green Products**



**Support Carbon Footprint-certified products / raw materials**



**Consider Green Investment**

### OFFSET



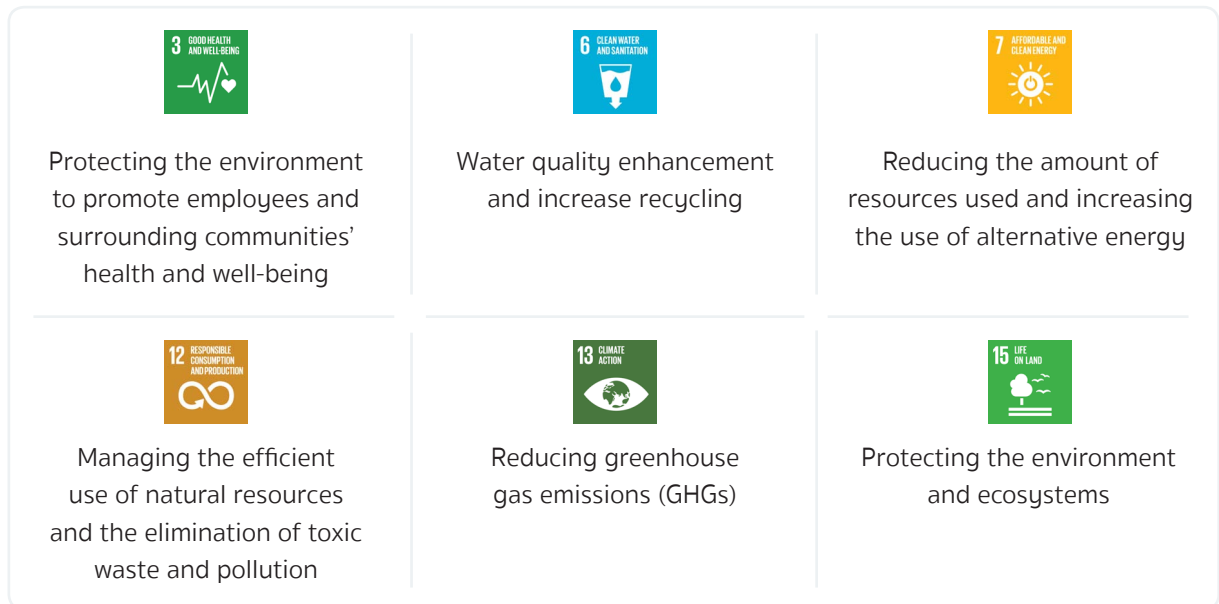
**Forests** – Store carbon by planting trees and protecting existing forests



**Energy Conservation Project** - Carbon credits can be used to offset corporate greenhouse gas emissions or traded in the carbon credit market

## Management Approach

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



### Environmental Good Governance

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

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













### Green Industry

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

### 3.3.2 Environmental Performance




#### Key Environmental Performance in 2024

 <p>Certified ISO 14001 Standard for the 8<sup>th</sup> consecutive year</p>	 <p>Certified Carbon Footprint for Organization: CFO from Thailand Greenhouse Gas Management Organization (Public Organization)</p>	
 <p>Certified by Ministry of Industry as Green Industry Level 4 (Green Culture)</p>	 <p>Certified for Carbon Footprint of Product (CFP) by the Thailand Greenhouse Gas Management Organization (Public Organization)</p>	
 <p>Certified Waste Management in Factory according to 3Rs principle from Ministry of Industry</p>	 <p>The quality of water discharge by an external agency is in the standard range</p>	 <p>The quality of air measured by an external agency is in the standard range</p>
 <p>Certified as BCG Model's factory by the Department of Industrial Works</p>	 <p>Certified as an Eco-Industrial Factory with Social Value by the Ministry of Industry</p>	
 <p>In 2024, <u>NO</u> environmental complaints from nearby communities</p>		<p>In 2024 <u>NO</u> significant violations of environmental laws and regulations</p>

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

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

#### 2024 Target

 <p><u>NO</u> environmental complaints from nearby communities</p>	 <p><u>NO</u> significant violations of environmental laws and regulations</p>	 <p>To receive the certification for Carbon Footprint for Organization: CFO</p>
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## Building environmental networks in collaboration with government agencies and various organizations.



On November 21, 2023, Innoue Rubber (Thailand) Co., Ltd. represented by Mrs. Pimjai Leeissaranukul the Chairman, and Dhurakij Pundit University, represented by Assoc. Prof. Dr. Phatthanat Petchchetchu,

Vice President for Academic Affairs and Vice President for Research and Development, signed a Memorandum of Understanding (MOU) for the Carbon Footprint of Products project. The goal is to produce environmentally friendly products, including registering the carbon footprint of motorcycle tires. This partnership has led to the certification of the carbon footprint of products by the Greenhouse Gas Management Organization (Public Organization). The certified product is the 2.25-17BP butyl synthetic motorcycle inner tube, weighing 326 grams, with a carbon footprint value of 1.89 kgCO<sub>2</sub>e, certified on May 9, 2024.



The company participated in an exhibition organized in collaboration with Rangsit Municipality and its bilateral network on the occasion of World Environment Day, June 5, 2024, held at the Rangsit Municipality Office in Pathumthani Province. The event aimed to promote and raise awareness and understanding of the value of the environment correctly. It focused on joint efforts to conserve and protect the environment, reduce energy consumption, conserve resources, reduce waste, separate trash, combat global warming, increase green spaces, reduce PM 2.5 dust, produce environmentally friendly products, and manage pollution. The goal is to strengthen and sustain environmental efforts in the region continuously.

Mr. Kanin Laochinda, Executive Director and Managing Director of Innovate Rubber (Thailand) Public Company Limited, received the Green Industry Award (GI) Level 4 in the Green Industry Promotion and Development Program for Enterprises, at the Green Industry Award Ceremony for the fiscal year 2024. The theme of the event was “Towards Sustainable Success.. alongside Community and Environmental Care... With Green Industry,” which was chaired by Mr. Akanat Promphan, Minister of Industry. The ceremony took place on September 23, 2024, at the Maghawanrangarn Room, 3<sup>rd</sup> Floor, Army Club (Vibhavadi), Bangkok.



The Green Industry Project, initiated by the Ministry of Industry in 2011, aims to raise awareness within the industrial sector about the importance of conducting business in an environmentally friendly way, being socially responsible, and operating sustainably with communities and society. IRC achieved the Green Industry Level 4 certification (Green Culture) through the collaborative efforts of its management and employees in implementing environmentally friendly business practices, which have become an integral part of the company’s corporate culture. IRC is now preparing to advance toward the next level, Green Industry Level 5.



**Environmental development and maintenance in collaboration with the community.**

The company is committed to reducing its impact on the community, particularly the environmental effects caused by dust, noise, and odors. This is achieved through on-site data surveys and a focus on fostering continuous cooperation with the community to address these issues in an integrated manner.

## Energy Management and Climate Change Strategy

### Key Performance in Energy Management in 2024

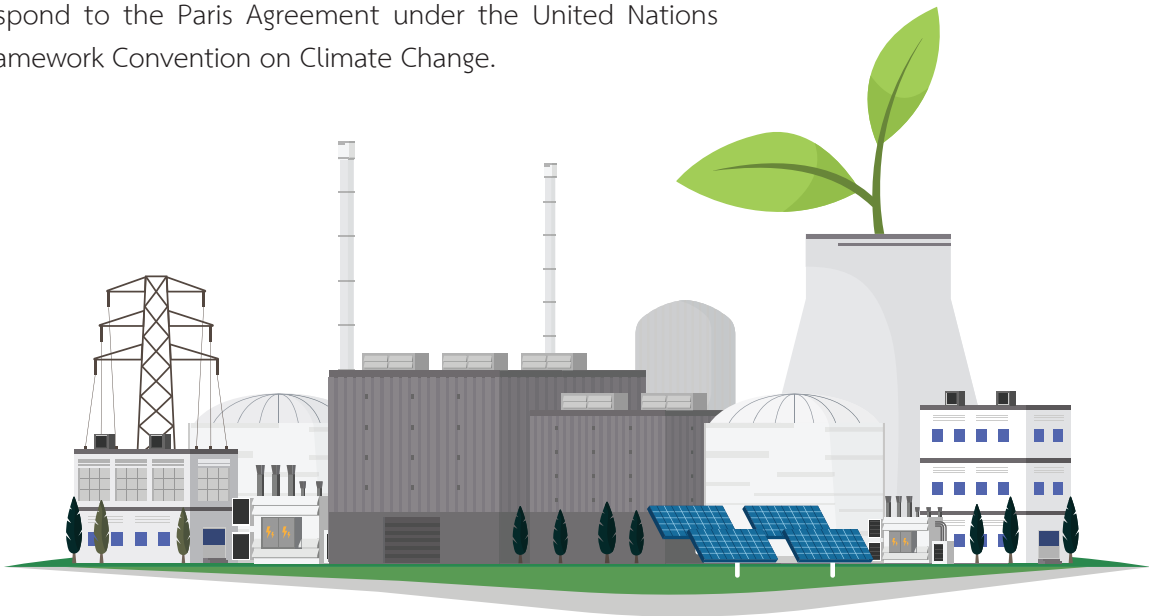
The Company is aware of the climate change problem, problem of severe natural disasters that damage life, property and natural resources, therefore has established a responsible business plan, promoted sustainable and valuable energy consumption, planned the development of systematic production process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



Solar power consumption of  
**1.434 MW**



Reduce the energy consumption per ton of production by  
**4.02%**



### Energy Saving Policy

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

## Management Approach

- Economical and cost-effective energy use by cultivating values and awareness of energy use.
- Plan and control energy efficiency and maximize benefits. Reduce energy loss in all steps engaged. Regular monitoring and supervision of electrical appliances is done to lessen energy leakage.
- Use of renewable energy especially one from natural sources such as solar energy.
- Utilize high-efficiency tools and equipment, such as energy-efficient appliances with a 5-star energy rating, slim energy-saving fluorescent lamps, LED lights, and upgrade to higher-performance equipment.
- Devise products with lower environmental impacts, and use green technology as part of consideration for future investment projects.

## Business Value Addition through the Greenhouse Gas Emission Reduction Project



ยางใบรถจักรยานยนต์สังเคราะห์  
ชนิดบิวทิล 2.25-17BP 1 เส้น น้ำหนัก 326 กรัม

The company has launched a project to promote the carbon footprint management of its products in collaboration with the Greenhouse Gas Management Organization (Public Organization) (Carbon Footprint of Product: CFP).

The products have been certified include synthetic motorcycle inner tubes made of butyl, size 2.25-17BP, weighing 326 grams. The carbon footprint of this product is 1.89 kgCO<sub>2</sub>e, certified on May 9, 2024.



## Energy Conservative Project



### Rangsit Plant

#### Install Solar Rooftop sized 352.58 kWp



The company has expanded its solar power generation project by installing a second phase of Solar Rooftop with a capacity of 352.58 kWp. Currently, the company is in the process of obtaining a license for energy production from the Department of Alternative Energy Development and Efficiency

The company has installed a hydraulic system in the rubber mixing process at the rubber mixing production area.

The energy efficiency improvement project involved changing the system in the rubber mixing process from a pneumatic system to a hydraulic system to reduce electricity consumption. This change has resulted in a reduction of electricity use by 171,185 kWh per year, saving 837,097 Baht annually in electricity costs, and reducing carbon dioxide emissions by 85.58 tons per year.



837,097  
Baht/year

The project aimed at reducing heat loss in the HCM machine in the outer tire curing area

The energy efficiency improvement project involved insulating the HCM machine to reduce heat loss during the tire curing process. This initiative led to a reduction in electricity consumption by 59,385 kWh/year, saving 239,916 THB annually. Additionally, it helped reduce carbon dioxide emissions by 29.68 tons of CO<sub>2</sub> per year.



239,916  
Baht/year

The project aimed at reducing heat loss in the HCM machine in the outer tire curing area

The energy efficiency improvement project involved applying high thermal insulation to reduce heat loss at the BOM machines in the tire curing process (Tire 1), specifically across 29 machines. This initiative resulted in a reduction of electricity consumption by 229,471 kWh/year, saving 339,300 THB/year in energy costs. Additionally, it contributed to a decrease in CO<sub>2</sub> emissions by 114 tons/ year.



339,300  
Baht/year



### Install Solar Rooftop sized 997.92 kWp




The installation of a 997.92 kWp Solar Rooftop system on the entire factory roof enables the production of 1,646,369 kWh/year of electricity, which substitutes the purchase of external energy. This results in an energy cost savings of 7,547,710 THB/year and a reduction in CO<sub>2</sub> emissions by 823.02 tons/year.

 7,547,710 Baht/year


### The cancellation of the use of steam boilers in the production process.

The cancellation of the use of steam boilers in the production process has resulted in an annual savings of 2,321,568 THB in electricity costs and a reduction in fossil fuel consumption by 277,000 liters per year, savings over 4,000,000 THB annually.

 6,321,568 Baht/year


### Using air blowers instead of air compressors in the production process.

An air blower has been implemented instead of an air compressor in the production process, resulting in energy savings of 486,569 Baht per year.

 486,569 Baht/year

### Insulating the curing ovens in the production process.

The installation of thermal insulation around the curing ovens in the production process has resulted in an annual electricity cost saving of 829,440 THB.

 829,440 Baht/year

## Operating Plan



Continuously implement the Energy Conservation Project in order to enhance the efficiency of energy consumption and greenhouse gas emission.



Operate according to the strategic plan in management of greenhouse gas emission in long term to be consistent with the requirements and commitments determined both in the national level and global level.

## Energy Management Goals



The greenhouse gas emission intensity does not exceed 1.37 tons of CO<sub>2</sub> equivalent per ton of production.









The electricity consumption rate does not exceed 1,266 kilowatt-hours per ton of production.



Expand the Solar Rooftop installation to reduce electricity consumption within the factory as well as lowering GHG emissions.

## 2. Water Management

### Key Performance of Water Management in 2024

	Rangsit Site	Wangnoi Site
	Water consumption rate was 5.06 cubic meter/ ton production, decreased 8.05% comparing to previous year	Water consumption rate was 5 cubic meter/ ton production, similar to previous year
	Total water consumption was 77,149 cubic meters, decreased 10.84% comparing to previous year	Total water consumption was 67,951 cubic meters decreased 3.2% comparing to previous year
	Water consumption from Provincial Waterworks Authority 51,292 cubic meters and Groundwater 25,857 cubic meters	Water consumption from Provincial Waterworks Authority 45,435 cubic meters and Groundwater 22,516 cubic meters
	The amount of Biochemical Oxygen Demand (BOD) 2.1 mg/liter in line with the control standard value for not more than 20 mg/liter	The amount of Biochemical Oxygen Demand (BOD) 5 mg/liter
	The amount of Chemical Oxygen Demand (COD) 28 mg/liter in line with the control standard value for not more than 120 mg/liter	The amount of Chemical Oxygen Demand (COD) 57 mg/liter
	Total Dissolved Solids (TDS) 240 mg/liter	Total Dissolved Solids (TDS) 227 mg/liter

### Management Approach



Establish the water management system for sustainable water use



Apply technology in the management and increase the quality of waste water process



Implement 4Rs principle to increase water efficiency by reducing the use of water and reusing of after treatment water (recycled water)



Analyze water quality to be in accordance with the legal criteria on a regular basis

## Water Management Project

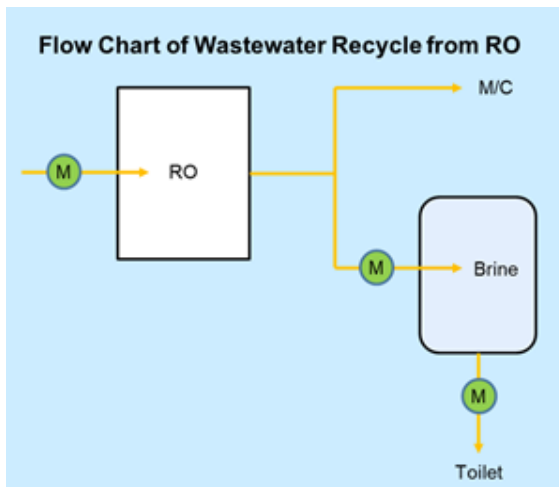
### Water Reuse

#### Work Plan of 2024

The project expands the energy efficiency improvement initiative by reusing the leftover condensate in the production process instead of using an electric heater, in order to reduce energy consumption.

#### Overall Results

- -The leftover condensate can be reused for maximum benefit.
- Electricity savings of 238,464 kWh/year.
- Cost savings of 999,960 baht/year.
- A reduction in greenhouse gas emissions by 119.20 tons of CO<sub>2</sub> equivalent.



#### Work Plan of 2024

Energy efficiency improvement project expansion by reusing leftover condensate in the production process instead of using the electric heater system to reduce energy consumption.

#### Overall Result

Reducing the amount of tap water used in the flushing process of toilets by 618 cubic meters per year, or 0.75% of the total tap water usage within the company.

#### Work Plan of 2024

The project involves reusing water from the treatment system for use in green areas.

#### Overall Result

The company has installed meters to measure the amount of water being reused, which allows for the collection of data on the volume of water being reused.

## Water reduction



### Work Plan of 2024

The campaign to reduce water usage aims to raise awareness about the value of water conservation. It includes training to promote a green culture and the installation of awareness signs at various locations within the factory. The campaign also incorporates the principles of the 4Rs (Reduce, Reuse, Recycle, and Replace).



### Overall Result

The initiative encourages employees to recognize the importance of water resources and serves as a reminder to motivate them to conserve water whenever they see the awareness signs

### Work Plan of 2024

The campaign aims to promote and raise awareness about the efficient use of resources by conducting training on resource utilization based on the 4Rs principles (Reduce, Reuse, Recycle, Refuse) for the organization's personnel.



### Overall Result

The company organizes annual training courses to raise environmental awareness.



## Wastewater Management



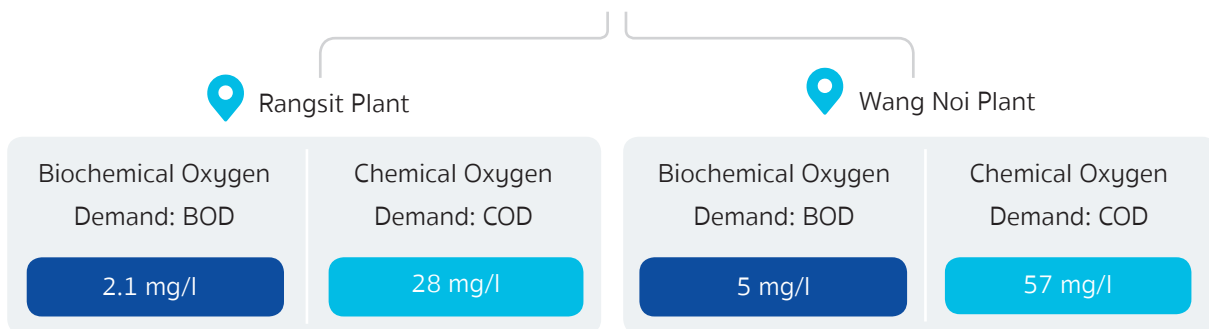
The Company applies “Electrocoagulation” technology in wastewater treatment relying on the reaction of very high voltage electric current in generating magnetic field with intensity until enabling to separate substances, for instance, bacteria, water, heavy metals, out of water, without use of chemicals,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

In addition, the Company manages effluent with the 4Rs Principle in order to reduce effluent volume which will be discharged down into the Company’s reservoir, whereas there is Wastewater Recycle System for recycling water in the production process.

In 2024, the responsible work unit of the Company measured and monitored the organic content in the treated water as shown below



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



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

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## Operational Plan

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



Carry out various project to reduce the amount of waste water, such as reducing water utilization, reusing of wastewater and recycling waste water, etc.



Monitor and investigate the wastewater quality by having certification from the external organization to ensure that the water quality released in the Company's pond is in accordance with the standards set by law. Together with improve the efficiency of the wastewater treatment system to be able to generate quality recycled water for using in various activities in the factory to replace the purchase of tap water from the Provincial Waterworks Authority.



For the water management in the Company, there is the control of water usage in various activities of the Company appropriately. The amounts of the water used in the special activities such as Big cleaning day and Wet scrubber cleaning are recorded. Moreover, there are checklist to monitor the leaks in various areas in the Company that may cause water extravagant. There is also a campaign to raise awareness among employees about the importance of water resources and to reduce the use of water



Install a photovoltaic water turbine at the water storage pond, Rangsit plant.

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## Goals



To make the results of environmental pollution measurement within the standard range and continuously improve the Company's waste water quality control system.



To implement various programs to reduce the amount of waste water such as reducing water consumption, waste water recycling.



To develop a recycling water production system to be more efficient and to reuse waste water for other benefits, such as watering plants, flushing water in toilets; and to reuse waste water in Wet scrubber system.

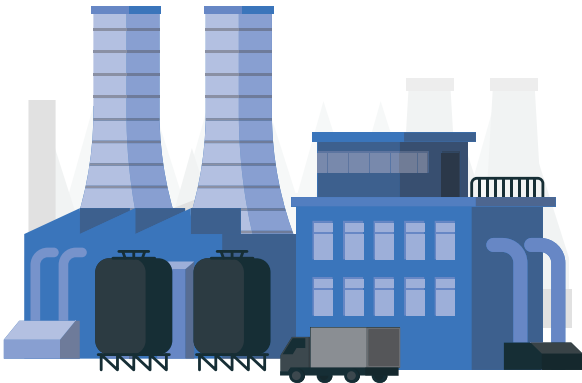


The water usage rate is no more than **4.91** cubic meters per ton of production.

### 3. Pollution and Waste Management

#### 3.1 Air Quality Control

Key Performance of Air Quality Control in 2024



Air quality measurement results in all operating areas were **better** than the standards



GHGs Emission Intensity



**Rangsit** plant was 1.48 kilogram/ton production, decreased **17%** comparing to base year (2019)



**Wangnoi** plant was 0.49 kilogram/ton production, decreased **28%** comparing to base year (2018)



NOx emission quantity



**Rangsit** plant was 0.01 ppm/ton production



**Wangnoi** plant was 0 ppm (terminated fossil fuel boilers)



SOx emission quantity



**Rangsit** plant was 0.03 ppm/ production ton



**Wangnoi** plant was 0 ppm (terminated fossil fuel boilers)



No air pollution complaints from nearby communities



No significant violations of environmental law and regulations

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



## Management Approach

### Air Quality Management Projects



#### Rangsit Factory

The project aims to improve the efficiency of tracking odors emitted from the production area.

A study tour on odor tracking technology using the E-nose station, developed by MUI Robotics, was conducted at the installation site in Prachinburi Province on August 9, 2024. The purpose was to study odor tracking technology and explore its application in planning and improving management efficiency.



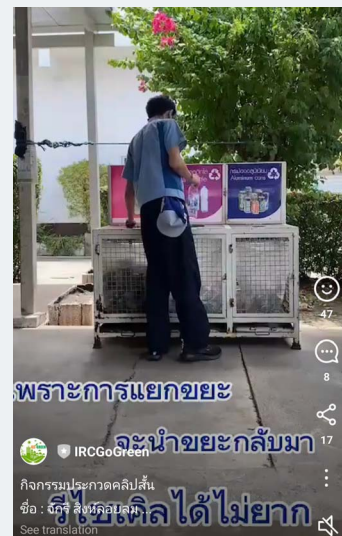
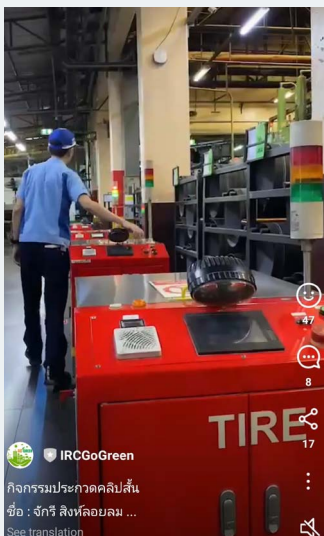
#### Overall Results

The project is currently under studying.

The campaign project promotes and raises awareness about the efficient use of resources to maximize their benefits.

The short video competition activity with the theme “Gen Green ของแตรู” aims to support and encourage employees within the organization to participate in energy conservation activities and foster positive environmental awareness based on the 4Rs principles (Reduce, Reuse, Recycle, Refuse). The focus is on promoting the efficient use of resources, reducing pollution, cutting down greenhouse gas emissions, and being environmentally friendly

#### Overall Results





The installation of a Solar Rooftop system with a capacity of 997.92 kWp

The solar panels will generate electricity, which will be converted from direct current (DC) to alternating current (AC) and then sent to the power distribution system, supplying electricity to the CV and PE department

Overall Results

- Reduced electricity consumption within the factory by 137,197 kWh/month
- Saved costs amounting to 628,976 Baht/month
- Reduced greenhouse gas emissions by 69 tons of CO<sub>2</sub>/month
- Equivalent to planting 5,500 trees/month



Installed Electrostatic Precipitator (ESP) system.

The air treatment system uses the Electrostatic Precipitator (ESP) method, which employs high voltage electricity to charge particles in the air or smoke, causing them to become positively charged. The air then passes through plates with a negative electrical charge. The positively charged particles adhere to these negatively charged plates, while oil droplets are collected into a container, preventing filter depletion. This system can efficiently remove particles smaller than 0.3 nanometers.

Overall Results

The air treatment system's efficiency has significantly increased, enabling it to remove:

- Dust particles by 87.9% more effectively
- Volatile Organic Compounds (TVOCs) by 91% more effectively
- Oil mist by 80% more effectively



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

Village	Years			
	2021	2022	2023	2024
1. Chonprathan	87	93	97	97
2. Nara House	95	94	95	96
3. The Touch House	87	90	94	94

### Operating Plan



Improve and increase the efficiency of Air Pollution Treatment System.

### Goals



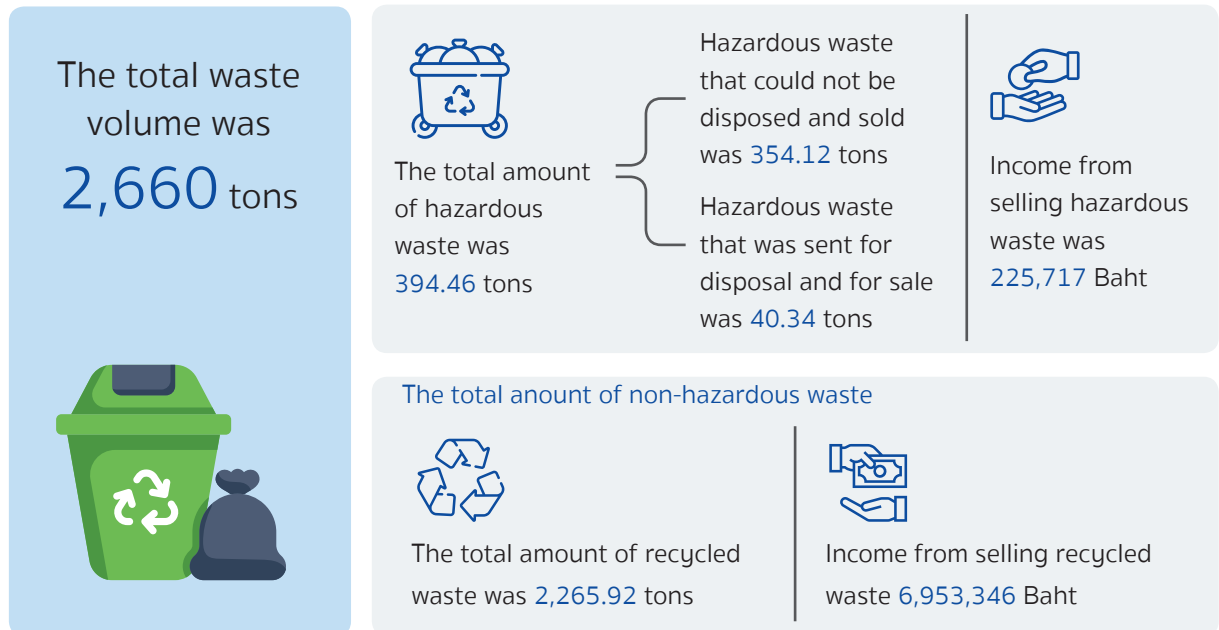
Environmental pollution value measurement result is within the standard criteria, and the Air Quality Control System of the Company is developed for the continuous improvement.



There are no complaints on environmental issues.

## 3.2 Waste Management

### Key Performance of Waste Management in 2024



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

### Management Approach

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

- 1 **Waste for Good**  
Project Details:  
Donate money from selling wastes to 3 organizations as follows:
  1. Rangsit Babies' Home Foundation, Khlong 5, Pathumthani
  2. Old Age Home, Khlong 6, Pathumthani
  3. Siriraj Hospital
- 2 **Sell food waste from the Company's cafeteria as animal food.**
- 3 **Stop giving out plastic bags at the Company's cafeteria and campaign to encourage the use of cloth bags to reduce the amount of plastic waste.**
- 4 **The Company sells rubber scraps as part of the production process to turn into alternative fuels to reduce reliance on fossil fuels as much as possible. Likewise, some rubber scraps produce flooring rubber tiles (Vi-Pafe) under the brand IRC and are sold to rubber scrap-processing plants to manufacture recyclable rubber. It is regarded as one of the 3Rs process of the Company.**
- 5 **To combat sewage disposal and unused materials, the Company has long run a campaign to separate waste before throwing away. This is to ensure that unwanted materials are properly used and management can be appropriately and systematically completed.**
  - Hazardous waste, the Company has selected agencies/companies with working standards and licenses to perform waste management as a service provider for treatment/disposal of waste or unused materials.
  - Recyclable waste is sold to buying agencies/companies for recycling purposes.
  - General waste is managed by hiring the municipality to be responsible for the matter.

### Future Operating Plan

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

### 4. Leakage & Spill Prevention and Management

Operational Results of Leakage & Spill Prevention and Management in 2024



**NO** significant spillage of chemical or LPG for **9 consecutive years**

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

## Management Approach

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



1. Fire Prevention and Fighting Plan

2. Flooding Response Plan

3. Boiler Explosion Response Plan

4. Chemical Leakage and Spill

5. LPG Leakage Response Plan

The company conducts training to review knowledge on the handling of chemicals, operations in the chemical storage room, and basic procedures to follow in the event of a chemical spill.



The company has improved the chemical storage area to prevent chemical spills from escaping beyond the designated containment boundaries, in compliance with the established standards.



## Future Operating Plan

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

## Goal

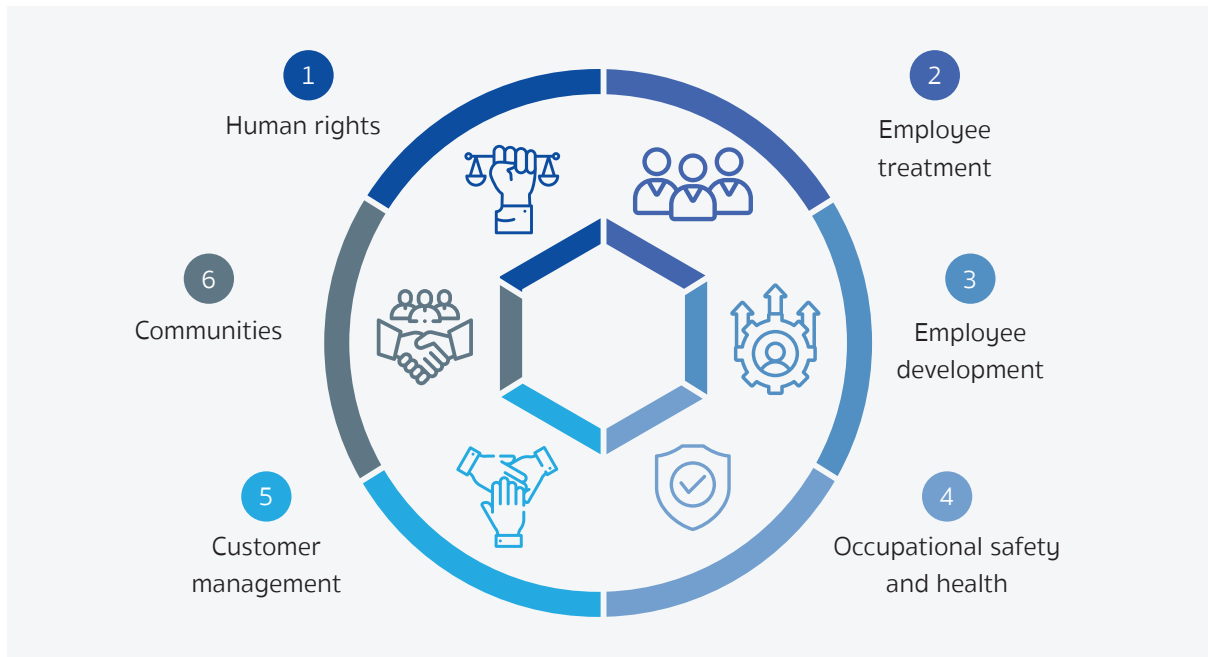
No significant leakage of oil and chemicals throughout the operation period.

## 3.4 Management of social dimension

### 3.4.1 Social policy and practices

#### Social policy and practices

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



#### 1. Human rights

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

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

## 2. Employee treatment

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

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

## 3. Employee development

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

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

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

#### 4. Occupational safety and health

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

#### 5. Customer management

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



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

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



## 6. Communities

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

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



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

“Activity with the Communities” to secure a good relationship and to perform environmental activities with stakeholders.

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

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

### Social Goals in 2024

	Goal	Performance
 <b>Human Rights</b>  	No complaint about human rights issue	No complaint about human rights issue
 <b>Employee Compensation and Benefits</b>    	Turnover < 20%	Turnover = 11.1%
 <b>Employee Development</b>   	Employee training average > 25 hr./ person/year	Employee training average 25.19 hr./ person/year
 <b>Customer Relationship</b> 	Customer's satisfaction > 100%	100%

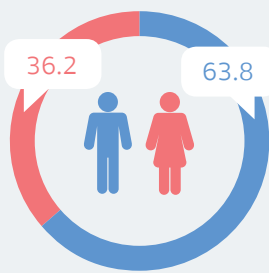
### 3.4.2 Performance on social aspect

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



As of September 30, 2024, The Company and its subsidiaries have **1,217** employees

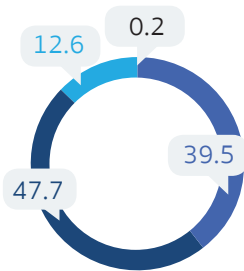
The proportion of employee number in 2024 (Person)



Male 777 Person

Female 440 Person

Employee age range



Age range

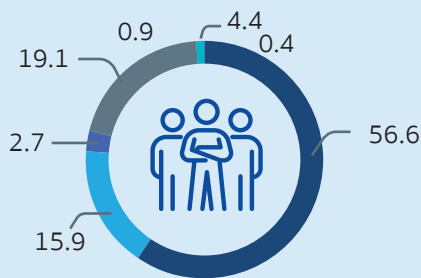
Baby Boomer (60-78 Years Old)	2 Person
Gen X (44-59 Years Old)	481 Person
Gen Y (29-43 Years Old)	580 Person
Gen Z (< 28 Years Old)	154 Person

Business Unit

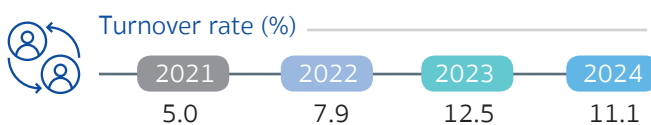
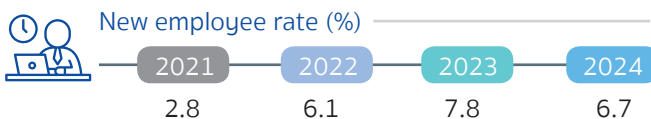


Administrative and Control Unit	116 Person
Motorcycle Tires and Tubes	513 Person
Industrial Elastomer Parts	455 Person
IRC (Asia) Research Limited	113 Person
Kinno Hoshi Engineering Company	20 Person

The proportion of employee number in 2024 (as level)



Workers	689 Person	Specialists	11 Person
Foreman	194 Person	Managers	53 Person
Staffs	33 Person	Executives	5 Person
Chiefs	232 Person		



Provident Fund



No. of employees participating  
1,193 Person



Ratio (%)  
100%

## 1. Employee treatment and Human Rights

### Labor Rights

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

### Monetary Welfare

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



Provident Fund Program under which the employees are allowed to make their own savings plan. The savings rate and money contributed by the employer shall start from 3-6% and continually increase according to the employment period specified by the Company.



Medical allowance for employees, including spouse and children.



Death, maternity and marriage allowances to aid employees and their families.



Life insurance

### Healthcare Welfare

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



Annual health check



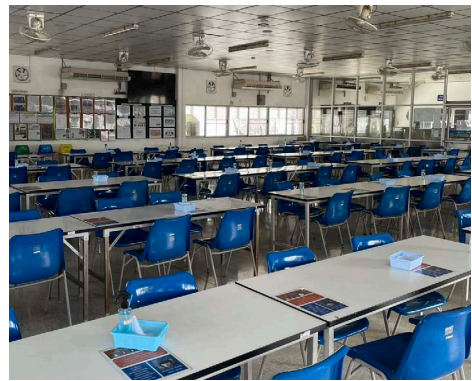
Health and Medical Center with specialized physicians to give medical service and advice to employees



Sport Day activity



Gym and fitness center



Clean and hygienic cafeteria that serves foods at affordable price

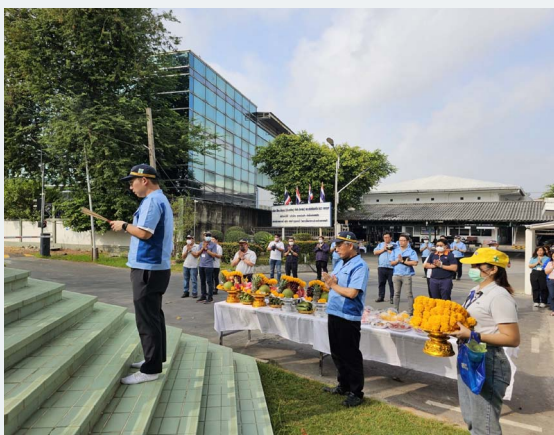
### Other Employee Welfares

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

### Supporting Activities for Employees

#### Im Bun Charity Project

The company encouraging IRC employees to experience the joy of giving within the workplace, we also extend this joy to others and the broader community. The main activities include:



Organizing merit-making activities such as almsgiving on important religious days, including Makha Bucha Day, Vesakha Bucha Day, Asarnha Bucha Day, and Buddhist Lent Day, as well as Unity Katina Ceremony.



## Employee Care

IRC emphasizes personnel along with promoting activities and taking care of good welfare all the time, for 2024 Target, the Company focuses on the importance of supervising, advising and listening to employees about work and life to create happiness in living together in IRC society.

## Future Operational Plan

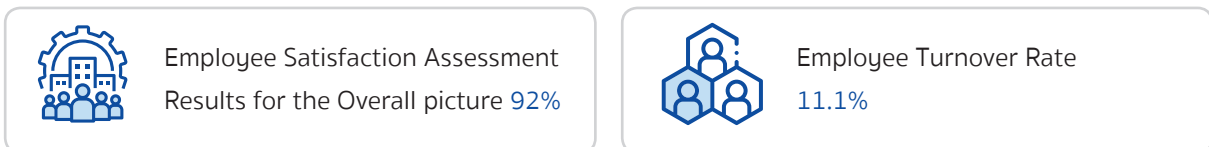
The Company focuses on creating the inclusion and engagement of personnel to the organization (Employees Engagement) so that they can feel a part of organization. The Company cares employees well through many projects such as:

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

## Employee Satisfaction Evaluation

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

## Satisfaction Evaluation Results and Employee Turnover Rate in 2024



## Employee Development

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

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

In 2024, the Company has implemented a strategy for enhancing the competency of its employees which in line with the Company's business direction, including the development of employees with high potential, leadership skills and other skills. The Company organizes various types of training such as workshops, online classrooms, and practical learning, etc.



The average training hours for employees are 25 hours / person/year and the number of trained employees is 1,217 people.

### Employee Development Training Courses in 2024

Training Courses	Number of employees participating
Developing Need Analysis and IPDs Chief , Manager Development	284 person
Developing Need Analysis and IPDs Foreman Development	286 person
Lobbyist (Lobbyist style sales closing strategy)	33 person
Presentation Techniques	63 person
Poka Yoke	70 person
4M Change Management	75 person
Problem Solving and Data Analysis	63 person
Effective Communication	265 person
8 Wastes	80 person

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

Manager	Chief	Foreman	Staff	Worker/ Skilled worker
29.00 hour / year	32.00 hour / year	22.00 hour / year	18.00 hour / year	21.95 hour / year

## Employee Development Target in 2024

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



Personnel at all levels are developed in knowledge and competence, skills and attitudes based on the established individual competency framework.



Personnel at all levels develop their behaviors consistent with the core values of the Company.



Create an organization to become a learning organization.

## Safety and Occupational Health

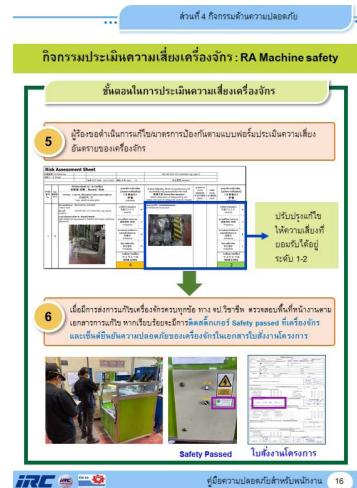
### 1. Safety Campaign Activities

Safety, Environment, and Energy Day is organized to create awareness and understanding of safety, environmental protection, and energy conservation. The goal is for employees to be able to apply the knowledge correctly in their daily work. This year, the company hosted the event in the form of an exhibition, with booths for games, safety slogan competitions, and a VDO campaign competition on safety and environmental awareness, among other activities. The event aimed to raise employee awareness of the importance of preventing work-related accidents, as well as fostering a sense of responsibility for environmental conservation and the efficient use of resources.



## 2. Risk Assessment Machine Safety

The machinery safety inspection aims to ensure the safety of equipment before employees are allowed to operate machinery. This process includes the development of safety standard manuals for machinery, the establishment of a team to assess machinery risk hazards, implementing improvements or corrections, tagging to confirm the results of the fixes, and granting approval for the machinery to be used.



## 3. Safety Culture

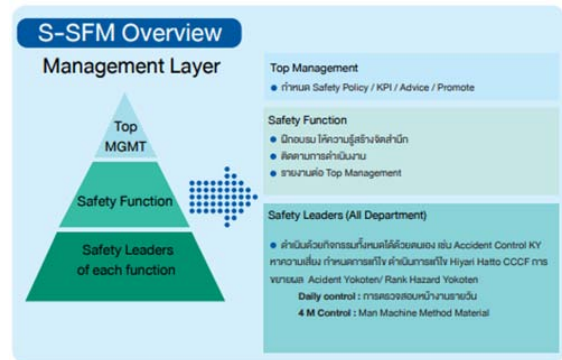
The goal is to instill a safety culture within the organization and among external visitors entering the factory. This includes providing knowledge, guidelines, creating awareness campaigns through signage, and having employees pledge to adhere to safety culture. Additionally, the company monitors and measures adherence to the safety culture on a monthly basis.





#### 4. Safety shop floor management (S-SFM)

This is a safety management activity on the shop floor to guide and control work operations safely in the workplace. There are 33 requirements that must be followed, including the establishment of safety experts at levels 1, 2, 3, and 4 (Safety Expertise Levels 1, 2, 3, and 4) in each department. This initiative aims to build knowledge and understanding of Safety Shop Floor Management (S-SFM) activities and ensure proper implementation.



#### 5. TCC (Toyota Co-Operation Club) Safety Activity

Participating in safety activities as an Assistant Task Force, with the objective of contributing to the safety efforts within the group of Toyota suppliers. The role involves providing knowledge, offering advice, conducting inspections, following up on corrective actions, and evaluating results for four member companies, all under the goal of achieving Zero Accidents.



#### 6. Risk Management Activity

The activities include developing and implementing a Business Continuity Plan (BCP), as well as conducting annual drills and reviews to instill confidence among customers in responding to and handling emergencies. This is aimed at preventing any disruption in business operations. This year, the focus is on practicing response plans for IT Cyber Attacks.

The annual BCP drill and plan review



### 7. IRC SAFETY RIDING DAY



8. Promote and encourage employees to use motorcycles safely to prevent accidents during travel. This is done by organizing training on safe motorcycle riding techniques.



9. The campaign activity “Safe Driving during Songkran Festival 2024” was organized during the company’s long holiday break.



### 10. Emergency preparedness

IRC values on emergency preparedness and crisis management, consistently conducting activities such as inspecting and maintaining fire suppression equipment. Additionally, the company conducts Live Safety Patrols to inspect and reinforce confidence in its emergency response systems.

### Annual Fire Evacuation Drills



## Organize training in the Safety Simulation Room

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




**Safety Simulation Room for Group of Chief level**  
Focusing on awareness of the factors that pose risks to employees and on controlling and preventing accidents and incidents

**Safety Simulation Room for group of worker level**  
Focusing on raising awareness of workplace accidents, their causes, impacts, and methods of self-protection, as well as preliminary hazard


**Safety Simulation Room for manager level**  
Focusing on understanding risks or hazards in order to review and improve management practices going forward


**Accident**



Accident Rate  
No fatal accidents

**Personal Safety**



 Wangnoi  
1,840,015 Hours
  Rangsit  
595,817 Hours

Of working hours of employees without any serious injuries as of 30 September 2024

### Inoue Rubber (Thailand) PCL.

Occupational illness statistics	0 Time
Non-fatal accident statistics	8 Time
Fatal Accident Statistics	0 Time

### IRC (Asia) Research Co., Ltd.

Occupational illness statistics	0 Time
Non-fatal accident statistics	3 Time
Fatal Accident Statistics	0 Time

### Kinno Hoshi Engineering Co., Ltd.

Occupational illness statistics	0 Time
Non-fatal accident statistics	3 Time
Fatal Accident Statistics	0 Time

## Performance Result

The result of consistently preparing for emergencies and crisis situations has prevented the company from experiencing severe emergencies that could halt production or cause injuries. Additionally, the outcome of the Safety Simulation Room training program, which provided knowledge to employees at various levels through simulated operations, achieved the set goal of at least 90%.

### Target in 2025

In 2025, the company is committed to reducing workplace accidents by setting a target of zero work stoppages due to accidents.

### Plan for year 2025

The action plan for 2025 aims to achieve the set goals by focusing on raising safety awareness among employees at all levels. This will be achieved through safety campaigns and training programs, as well as promoting accident prevention through the use of VDO media and modern technologies. The company will emphasize the importance of workplace safety and foster a safety-conscious mindset to ensure that all employees are actively engaged in preventing workplace accidents.

## Customer Relationship Management

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

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



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

## Customer Relationship Management

During the past fiscal year, the company has actively participated in various activities alongside customers focusing on promoting safety, improving the quality of life in the community, and enhancing knowledge and understanding of the company's products. The key activities are as follows:



### CSR and Safety

IRC emphasize the importance on promoting safety and has organized the “Safe Driving Training Roadshow” project in collaboration with leading motorcycle manufacturers. As part of this initiative, the company has also provided scholarships to students who have outstanding academic performance but limited financial resources. These students are under the Office of the Basic Education Commission (OBEC). The scholarships were awarded at Pang Makard Wittaya School, Mae Chedi Subdistrict, Wiang Pa Pao District, Chiang Rai Province.



### Technical Knowledge Sharing Activities

The company organized an educational event on maintenance and the proper selection of spare parts for motorcycle repair shops and spare parts distributors. Several partners participated in this activity, and the company deployed expert instructors from the Research & Development (R&D) and Quality Assurance (QA) departments to provide knowledge on the features and benefits of IRC motorcycle tires in various aspects. Additionally, the company hosted a prize-giving activity to raise awareness and enhance the brand image of IRC among the target customers. This activity reflects the company's commitment to strengthening relationships with customers and the community as well as promoting safety and quality within the related industry.

### The identification of essential issues and concern

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

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

### Giving great importance to the safety and health of customers.

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

### Customer Confidentiality

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

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

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

### Customer Satisfaction Survey

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

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

## Customer Satisfaction Development



Establish Customer Satisfaction Development Policy and Plan



Setting Quantitative Goals in Improving Customer Satisfaction



Comment, Feedback, and Complaints Management

## Social and Community

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

In 2024, we have implemented various projects according to our operational framework to respond to customer satisfaction, create value for shareholders, and contribute to the development of communities and society. These projects were designed based on societal concerns, stakeholder expectations/needs, global trends, political situations, and disasters. We analyzed these factors to create an operational framework that aligns with the company's commitments through the following eight key projects

### 1. The Supply Chain Development Project

It is a project that is aimed at developing 15 rubber drying subcontractors and steel component production makers, and in which they can apply knowledge, understanding, and new concepts to improve the efficiency of their work process.

#### Target and operational plan for 2024

- Fifteen supply chain companies participate in the Supply Chain Development project, or 100% of the targeted companies.
- Develop competitive capabilities through the use of basic tools for the operations, assessment, and continuously make improvements based on the PDCA wheel concept.

## 2. HAI ARCHEEP – HAI CHEEVIT Project

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



“Create good people to society”

IRC, led by Mrs. Pimjai Leeissaranukul, the Chairman, organized the training session about the moral, good attitude in living and vocational training as well as provide the facilities for the female prisoner development at the Klong 5 Women’s Correctional Institution, Klong Luang, Pathumthani, to be skilled labor under the cooperation of the Department of Corrections for 11 years consecutively.

### Target and operational plan for 2024

Organize training courses under the “Give Occupation, Give Life” project to provide inmates with practical and theoretical knowledge on safety practices, 5S (Sort, Set in order, Shine, Standardize, Sustain), quality awareness, work instructions, and process improvement (Kaizen). This training is conducted alongside learning Buddhist principles to instill the qualities of hiri (moral shame) and ottappa (fear of wrongdoing), as a reminder for the mind, with the goal of preparing them to become valuable personnel and prevent reoffending.

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

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



### Target and operational plan for 2024

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





#### 4. SAFE RIDE (IRC CARE)



The IRC Safe Ride project, specifically the IRC Safety Riding Day, organizes training for employees who do not have a driver's license. This program allows them to receive training and take the necessary test to obtain their driver's license. Additionally, it aims to raise awareness about motorcycle safety, promote personal safety for motorcycle riders, and reduce road accidents.



##### Target and operational plan for 2024

The program aims to create awareness and understanding about traffic laws and the safe use of motorcycles. It focuses on educating employees on road safety regulations, the importance

#### Safety Driving Campaign during Long Holiday Project

It is the project to promote safe driving during New Year and Songkran festivals, we established a car rest place for convenience and service to people in collaboration with Ayutthaya Provincial Government, and provided drinking water to drivers who travelled through Wang Noi Highway and supported food and beverage for officers at public service point. In 2024, the Company organized a campaign for safe driving during New Year festival at the city hall of Ayutthaya province, under the cooperation with the Disaster Prevention and Mitigation Center, Ayutthaya Province, and the Highway Police. We also posted signs to promote safe driving, provided drinking water to travelers.

##### New Year Holiday



##### Songkran Holiday



##### Target and operational plan for 2024

The company participates in a campaign to promote safe driving during festive seasons, held twice a year during the New Year and Songkran holidays. The initiative aims to encourage safe driving during these high-risk periods, specifically focusing on the "Seven Dangerous Days" around the New Year and Songkran holidays. The goal is to reduce accidents and promote road safety awareness among employees and the public.

## 6. ENVIRONMENT

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



The Company participated in signing a Memorandum of Understanding (MOU) for the Carbon Footprint of Products project, aiming to produce environmentally friendly products. This collaboration was established with Dhurakij Pundit University on November 21, 2023.

The company conducted a Carbon Footprint of Product (CFP) assessment for its butyl synthetic motorcycle inner tube on March 7, 2024.



ภายในรถจักรยานยนต์เชิงอุตสาหกรรม  
ชนิดดีเซล 2.25-17BP 1 เส้น น้ำหนัก 326 กรัม



The company participated in an exhibition organized by the Rangsit Municipal Office and the bilateral network on World Environment Day, June 5, 2024, held at the Rangsit Municipality Office in Pathum Thani Province. The event aimed to promote awareness, knowledge, and understanding of the value of the environment, encouraging participation in environmental conservation and sustainable practices, including reducing energy and resource consumption.



The company promotes the development of personnel’s potential in environmental management and raises awareness on environmental systems management. The goal is to equip employees with the knowledge and understanding necessary to apply these insights in line with the company’s environmental policies and greenhouse gas management.



The company has been awarded the Green Industry Award Level 4 for the year 2024.



The Safety, Environment, and Energy Conservation Day activities for the year 2024

### Target and operational plan for 2024

1. Investing in Projects to Save Electricity and Reduce Greenhouse Gases, as well as Carbon Footprint
2. Promoting Carbon Footprint Management System for Registration with the Greenhouse Gas Management Organization (TGO)
3. Promoting the Green Industry System to Foster Environmental Awareness
4. Organizing Environmental Training Courses

## 7. Activity with communities

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

### Giving Gifts During Various Festivals to the Community Surrounding the Factory



Scholarship Donation to Wat Khian Khet, Thanyaburi District, Pathum Thani Province



Gift Donation for International Day of Persons with Disabilities (IDPD) 2023 to the Department of Social Development and Human Security, Pathum Thani Province



Donation of IRC Motorcycle Tires to the Red Cross of Wang Noi District

Donation of Motorcycle Tires to Thanyaburi Police Station (S.P.C.) and Pratunam Chulalongkorn Police Station



**Target and operational plan for 2024**  
The community satisfaction rate is over 90%

**Operational plan for 2024**  
promote activities that build good relationships with the community.

### 8. IRC's 50th Anniversary Project

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

2024 is the fifth year that the company gave a multi-purpose field made from Vi-Pafe rubber flooring products to the public. Vi-Pafe product or multi-purpose rubber flooring product is a Bio-Circular-Green (BCG) product on the innovation list that contains natural rubber latex and recycled rubber from the manufacturing process that has been researched and developed into a value-added quality product that is safe for users. The project has been operating since 2020 which has delivered a total of 50 fields.



### Target and operational plan for 2024

The company has donated Vi-Pafe rubber flooring for public benefit areas



## 4. Management Discussion and Analysis

Overview of the Company and its Subsidiaries Operation for FY2024

(Unit: million Baht)	FY2024	FY2023	Change	%YoY
Total Revenues	4,795.50	5,476.96	-681.46	-12.44%
Cost of Sales and Services	4,030.81	4,926.64	-895.83	-18.18%
Selling and Administration	402.34	380.19	22.15	5.83%
EBIT	362.35	170.13	192.22	112.98%
Net Profit	311.50	159.77	151.73	94.97%
Basic Earnings per Share	1.62	0.83	0.79	95.18%

### Performance Report

The global economy has expanded mainly from the service sector, while the manufacturing sector has expanded in emerging markets, especially in Asia, as reflected by the recovery of exports from technology products. Meanwhile, the major economies are still slowing growth due to the risk from geopolitical issues, such as the potential escalation of trade retaliation measures between the United States and China, and the widening conflict in the Middle East. The Thai economy continues to expand steadily from private consumption and the tourism sector with the tourism demand and government support measures. The export sector is recovering mainly from the economies of trading partners and the expansion of global demand for electronics products. However, some product groups are still pressured by cyclical and structural factors, especially the automotive category, which is a result of declining purchasing power from the slow economic recovery and high household debt, as well as stricter caution in lending to hire purchases by financial institutions. For the automobile production in Thailand, it has decreased by 16.88 percent, and motorcycle production in Thailand is decreasing by 11.94 percent compared to the previous year. These factors have the following impact on the company's and subsidiaries' sales and production costs during the fiscal year 2024 (October 1, 2023, to September 30, 2024);

1. The company's total revenue decreased by 681.46 million baht or 12.44% from last year.
2. The cost of sales and services decreased by 895.83 million baht or 18.18% from last year, mainly due to the decrease of raw material costs and ability to manage and control production costs.
3. Selling and administrative expenses increased by 22.15 million baht or 5.83% from last year, mainly from advertising and promotion expenses.
4. The company received dividend from related company 145.78 million baht.

Overall, in FY2024, the Company had net gain around 311.50 million baht, increased around 151.73 million baht or 94.97% compared to last year. The Company recorded earning per share at 1.62 baht.

Moreover, in FY2024, the Company had technology and innovation research and development expenditure following the suggestion, or additional explanation on technology and innovation research and development expenditure around 78.43 million baht.



### Financial Status

As of September 30, 2024, the company had total assets of 5,280.10 million baht, increased by 247.60 million baht compared to September 30, 2023, mainly due to the increase of cash from operation which be invested in short term investment.

The total liabilities of the company were 1,107.18 million baht, increased by 4.01 million baht compared to September 30, 2023.

In this regard, the Company has shareholders' equity of 4,172.92 million baht, increased by 243.60 million baht from unappropriated retained earnings result from dividend payment. This results in the book value per share of the company at 21.71 baht and the debt-to-equity ratio (D/E ratio) at 0.27.

### Cash Flow

In FY2024, the Company had net cash generated from operating activities around 554.32 million baht, increased about 18.05 million baht compared to the same period last year. The net cash used in investing activities was around 932.48 million baht, increased about 701.17 million baht compared to the same period last year, mainly from short-term investment. The net cash paid for financing activities around 80.49 million baht, increased about 24.38 million baht compared to the same period last year, mainly from the increase of dividend payment.

As of September 30, 2024, the Company had cash and cash equivalents around 687.48 million baht, decreased around 458.65 million baht compared to September 30, 2023.

## The Possible Impacts on Financial Position and Performance in the Future

The overall economic situation of Thailand in the end of 2024 to the beginning of 2025 tends to recover continuously with the main driving factor from the tourism and service sectors which are supported by government measures that affect the expansion of domestic consumption sector, manufacturing and export sectors that gradually recover in line with world trade, especially electronic products. As for the inflation rate, it has slowed down and is approaching the target, which is begin a cycle of reducing the policy interest rate because domestic demand has clearly shown signs of slowing down after a long period of financial tightening.

The global economy, especially the US economy, is expected to slow down towards the end of 2024, leading to concerns about a recession in the US economy, as well as the US presidential election results that will affect the direction of global trade. Meanwhile, the Chinese economy is still recovering slowly due to problems in the real estate sector that continue to pressure confidence and domestic demand, even though the Chinese government has issued monetary policies to support the economy. For the inflation rates, have begun to decline in many countries, causing to enter a cycle of interest rate cuts, However, if geopolitical problems persist, global inflation may increase and pressure the global economy to slow down. As for global trade, despite the improving trend, risks from higher shipping rates and trade barriers must still be monitored, which will have implications for global monetary and economic policies going forward.

For the dimension of production cost, there is still concern about the direction of the conflict situation between Ukraine and Russia, which is still protracted. The war between Israel and Hamas and the trade war between China and the United States all have an impact on global raw material costs.

For the automotive industry in 2025, is expected to recover both internal combustion engine (ICE) and electric vehicle (EV) vehicles from the support of demand in business activities and investment, including sales promotion strategies and the development of internal combustion engine vehicle models to compete with electric vehicles, as electric vehicles tend to gain popularity continuously due to government support policies and increased environmental awareness. The Company and its subsidiaries are ready in terms of research and development, have experience and readiness in developing support for all vehicle systems in order to be timely and respond to future changes.



# 5. General Information and Other Important Information

## 5.1 General Information

Company Name	Inoue Rubber (Thailand) Public Company Limited
Abbreviation	IRC
Company Registration Number	0107536001737
Type of Business	Manufacturer of Industrial Elastomer Part and Motorcycle Tires and Tubes
Website	www.ircthailand.com
Site (Head Office)	258 Soi. Rangsit – Nakornnayok 49, Prachatipat, Thanyaburi, Pathumthani 12130
Tel	(66) 2 996 0890
Fax	(66) 2 996 1439
Registered Capital/ Paid-up Capital	192,207,700 Baht (fully paid-up)
Number of Share	192,207,700 ordinary shares
Par Value	1 Baht
Investor Relations	ir@ircthailand.com (66) 2 996 0890 ext. 243
Company that IRC held more than 10% share	<p><b>1. IRC (Asia) Research Limited</b>            258 Soi. Rangsit – Nakornnayok 49, Prachatipat, Thanyaburi, Pathumthanee 12130  <b>Tel:</b> (66) 2 996 0890 <b>Fax:</b> (66) 2 996 1439            157 Moo 5, Phaholyothin Rd., Lamsai, Wangnoi, Ayutthaya 13170  <b>Tel:</b> (66) 2 996 1471-3 <b>Fax:</b> (66) 2 996 1574</p> <p><b>Type of Business:</b> Conducts mainly researches and development for the Company’s raw materials and products  <b>Registered Capital:</b> 30 million baht, paid-up capital 10.05 million baht,  <b>Share Portion:</b> 99.99%</p> <hr/> <p><b>2. Kinno Hoshi Engineering Co., Ltd</b>            157 Moo 5, Phaholyothin Rd., Lamsai, Wangnoi, Ayutthaya 13170  <b>Tel:</b> (66) 35 272 206-7 <b>Fax:</b> (66) 35 214 896</p> <p><b>Type of Business:</b> Manufactures metal molds for motorcycle and automotive elastomer parts. Currently, mainly manufactures various types of mold for the Company.  <b>Registered Capital:</b> 10 million baht, paid-up capital 10 million baht,  <b>Share Portion:</b> 99.99%</p>

Reference Persons	<b>Security Registrar</b> Thailand Securities Depository Company Limited 93 Ratchadaphisek Road, Dindaeng, Bangkok, 10400 <b>Tel</b> (66) 2 009 9000 <b>Fax</b> (66) 2 009 9991
	<b>Auditor</b> Ms. Nopanuch Apichartsatien Certified Public Accountant (Thailand) 5266 Pricewaterhouse Coopers ABAS Ltd. Bangkok City Tower 15th Floor 179/74-80 South Sathorn Road, Bangkok,10120 <b>Tel</b> +66 (0) 2844 1000 <b>Fax</b> (66) 2 286 5050

## 5.2 Important Information

-None-

## 5.3 Legal Disputes

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

- (1) The case which may negatively affect the assets of the Company or its subsidiaries with the amount higher than 5% of shareholders' equity as at 30 September 2024;
- (2) The case which has significant impact on the business operations of the Company and its subsidiaries but the numeral impact is not assessable;

The case which is not derived from the normal business operations of the Company and its subsidiaries; In addition, the cases where the directors, executives, or related parties are the litigants of the Company were unavailable.

## 5.4 Secondary Market

-None-

Part

2



Corporate  
Governance

## 6. Corporate Governance Policy

### 6.1 Overall of Corporate Governance Policy

Inoue Rubber (Thailand) Public Co., Ltd., has established the Corporate Governance Policy (herein called CG Policy) by applying principles and guidelines of the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission (known as CG Code), Thailand, aligning with the Principles of Good Corporate Governance for Listed Companies 2012 of the Stock Exchange of Thailand (known as CG Principles), also in line with the assessment guideline for the Corporate Governance Report of Thai Listed Companies (known as CGR) of the Thai Institute of Directors (known as IOD). The Board of Directors has reviewed the CG Policy on a yearly basis in order to ensure that the Policy is suitable with current business circumstances. The Company published a CG Handbook to facilitate good communication with management and employees and to ensure continuing compliance. The Company monitors compliance of the Code of Conduct through channels for whistleblowing and complaint and reports the result to the Audit Committee on a quarterly basis. In 2024, there was 1 complaint through whistleblowing channel regarding the working procedure and behavior of the employee and the supplier company. The Company set up the investigation committee and found out that the employee and the supplier company complied with the rules and working procedures, as well as the code of ethics correctly, and the Company explained the facts to the complainant orderly.

#### 6.1.1 Policies and Practices Relating to Board of Directors

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

#### **Director Selection and Succession Plan**

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

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

## Remuneration

The remuneration of the directors in the Board of directors and the sub-committee's is considered and approved by the shareholders meeting annually (excepting for the Executive Committee). The remuneration is considered based on the Company's performance and the director's responsibility, and compared with the other listed companies in SET that have similar market capitalization as well as other listed companies in the same industry. This shall support the remuneration structure to be appropriate for the perseverance, responsibilities, and experiences of directors that shall lead the Company to be achieve in both short-term and long-term goals. In addition, the remuneration will be disclosed in the 56-1 One report.

## Board and Management Training

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

## Investment and Management in Subsidiaries Policy

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

## 6.1.2 Policies and Practices Relating to Shareholders and Stakeholders

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### Section 1 | Right of Shareholders

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

### Shareholders' Meetings

The Company will conduct an annual general meeting of shareholders within 4 months since the last day of the Company's fiscal year. The Company might hold more meetings if it is necessary and a ppropriate. The Company Secretary performs its duty of policy compliance of which shareholders' meetings are called and conducted as required by law and in accordance with the guidelines for shareholders' meetings as specified by the SET. The Company's auditor and a legal consultant who

act as independent parties are allowed to attend the shareholders' meeting to count and inspect the vote. To encourage the rights of shareholders, the Company opens the channel for qualified shareholders to propose an agenda/agendas, director candidates, and questions in advance for inclusion in the annual general meeting of shareholders during 1-31 October of each year so that the Company shall gathered and proposed to the Board of Directors for consideration through the Company's website and email: [ir@irc thailand.com](mailto:ir@irc thailand.com).

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

The Company's Board of Directors organizes an annual general meeting of shareholders once a year within 4 months counting from the end of the Company's fiscal year. In addition, it may also call for an extraordinary general meeting of shareholders on a case-by-case basis if the Board determines that there is an urgent need to propose a special agenda that may have an effect on the interests of its shareholders. In 2024, the Company organized the Annual General Meeting of Shareholders on January 29, 2024 at 14.00. The meeting was conducted online to facilitate shareholders' attendance to ensure safety amidst the COVID-19 pandemic.

### **Sending Invitation Letters and Shareholders Facilitation**

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

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

In addition, the Company allows shareholders to register 2 hours before the meeting and extends registration time before final agenda consideration. There are the Company's staff to welcome and facilitate shareholders and prepare revenue stamps for those who appoint their proxies

### **During and After Shareholders' Meeting**

Before open the meeting, the Chairman of the meeting will introduce the Board of Directors, the Company Secretary, the external auditor and the legal consultant who act as the moderator to the

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

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

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## **Section 2 | Equitable Treatment of Shareholders**

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### **The Use of Inside Information**

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

1. Directors executives and related person as stated in Section 89-1, the Securities and Exchange Act B.E. 2535, must report changes in securities holding of the Company to the SEC according to Section 59 of the Securities and Exchange Act B.E. 2535 within 3 business days from the first day that securities holding changes, except in cases where the value of each item is less than 3 million baht, it can be reported within 3 business days from the date of the transaction and the accumulated value reaches 3 million baht or when 6 months have passed from the date of the first transaction, whichever comes first. The Company Secretary must be notified to prepare a record of the change and summarize the number of securities of each director and executive to present to the Board of Directors at the next meeting and on quarterly basis.
2. Directors, executives and employees cannot use inside information in securities trading of the Company and cannot disclose inside information to outsiders or people who are not related before thoroughly reveal to the public via the SET. The Company has the prevention of the improper use of inside information policy as follows:
  - Periodically Financial Statement Disclosure: Insiders are not permitted to sell/ buy/ transfer the Company's securities one month before releasing the financial statement and 24 hours after released.
  - Confidentiality and impact information concerning securities price such as capital Increasing-decreasing, business merging, joint-investment: Abstain from selling/ buying/ transferring the Company's securities during, before, and after the information disclosure to the public at least 24 hours so that shareholders shall have proper time to analyze such disclosed information.

## **Protection of Minor Shareholders' Rights**

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

## **Conflict of Interest**

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

## **Report on Interests of Directors and Executives**

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

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

## **Meeting attendance of interests' directors**

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

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### **Section 3 | Role of Stakeholders**

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

In addition, the Company has provided a communication channel for stakeholders and related groups to express opinion and complaint on issues that cause damage to the Company and are related to



external environment. The Company will improve, fix and find the solution for the complaint in order to incite stakeholders and all related parties to get along sustainably. The Company's Environment Management System Steering Committee will propose opinions and complaints of stakeholders to the Risk Management Committee's meeting before further proposed the Board of Directors.

### **Corporate Social Responsibilities: CSR**

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

### **Complaint Report**

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

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## **Section 4 | Disclosure and Transparency**

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

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

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

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

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## **Section 5 | Responsibilities of the Board**

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

## 6.2 Business conduct

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

1



Shareholder  
Responsibility Policy

2



Customer Practice and  
Product Quality Policy

3



Suppliers/  
Creditors Policy

4



Employee Policy

5



Employee Practice Policy

6



Rivals Policy

7



Social Responsibility  
and Environment Policy

8



Anti-Corruption  
Policy

9



Market-Sensitive  
Information Handling  
and Disclosure Policy

10



Investment and  
Management in  
Subsidiaries Policy

The Company is determined to operate its business with honesty, integrity, transparency, and corporate governance and to encourage personnel at all levels to have awareness of anti-corruption in all forms. The board of directors has therefore included an anti-corruption and anti-bribery policy in the corporate governance guideline. Additionally, the Company received NACC Integrity Awards from the office of National Anti-Corruption Commission, which shows that the Company adheres to that principle in operating its business and its directors, executives, and employees must comply with the policy.

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



By Filing your report to the  
Chairman



By Post mail to the Chairman  
and/or Company Secretary  
258 Soi Rangsit - Nakornnayok  
49, Prachathipat, Thunyaburi,  
Pathumthani 12130



Through email:  
[listen@ircthailand.com](mailto:listen@ircthailand.com)










Through website:  
[www.ircthailand.com/en/investor/corporate/whistleblowing](http://www.ircthailand.com/en/investor/corporate/whistleblowing)

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

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

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

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

### Personal Data Protection Policy

The Company is aware of the importance of protecting customers’ personal data which have been collected, disclosed, and transferred, for use in procuring services and products. The Company manages the use of personal data with the aim of providing products and services to meet the needs and suitability. It also aims to be responsible and protect the personal data of all stakeholders, namely; shareholders, employees, customers, suppliers/creditors, competitors, society/ community/ environment, and government agencies; and has therefore announced the Company’s personal data privacy policy on its website, which covers the following details;



Personal Data Type	Purpose of collection, use, and disclosure of information	Agencies or individuals in which the Company may disclose information to
International data transfer	Period of personal data retention	Data security
Cookie Policy	Personal data ownership rights	Service channels for inquiring about personal data rights

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

In 2024, the Company continuously adhered to corporate governance by creating awareness through various channels and documents and by communicating about the corporate governance handbook for employees to move towards in the same direction. Additionally, the Company received good co-operation from directors and employees in reporting conflict of interest annually although there was no reporting on the issue. To implement social distancing, the Company has provided an online corporate governance guide for all employees to learn about corporate governance and good practices which have received good feedback from directors, executives, and employees. The Company is committed to upholding the ethical value.

The unapplied topics are as follows;

1. The establishment of a Nomination and Remuneration Committee: However, the Board has applied practice guideline of the Nomination and Remuneration Committee recommended by the Stock Exchange of Thailand (SET) as the Company's practices where every director have fully required qualifications and performed the best following the committees' charters. Additionally, the remuneration of the directors was considered using the other companies' in the similar industry and market capitalization remuneration's information.
2. The establishment of Corporate Governance Committee in which the members must come from Board of Directors: Currently, the Company has Corporate Governance and Sustainability Committee in which the Chairman of the Committee is an independent director
3. The determination of a policy that require the directors and senior executives to inform the Board of Directors concerning the trading of the company's shares at least 1 day in advance before trading: Currently, the Company has policy regarding the use of inside information that the directors, executives and related person as stated in Section 89-1, the Securities and Exchange Act B.E. 2535, must report changes in securities holding of the Company to the SEC according to Section 59 of the Securities and Exchange Act B.E. 2535 within 3 business days from the first day that securities holding changes, except in cases where the value of each item is less than 3 million baht, it can be reported within 3 business days from the date of the transaction and the accumulated value reaches 3 million baht or when 6 months have passed from the date of the first transaction, whichever comes first. The Company Secretary must be notified to prepare a record of the change and summarize the number of securities of each director and executive to present to the Board of Directors at the next meeting and on quarterly basis
4. Providing a responsible person or compliance unit: However, the Company has Audit Committee, Corporate Governance and Sustainability Committee, and Risk Management Committee to supervise, monitor and assess the Company's performance in order to conform to the good Corporate Governance policy as well as to comply with the laws and regulation of the Stock Exchange of Thailand and Securities and Exchange Commission.

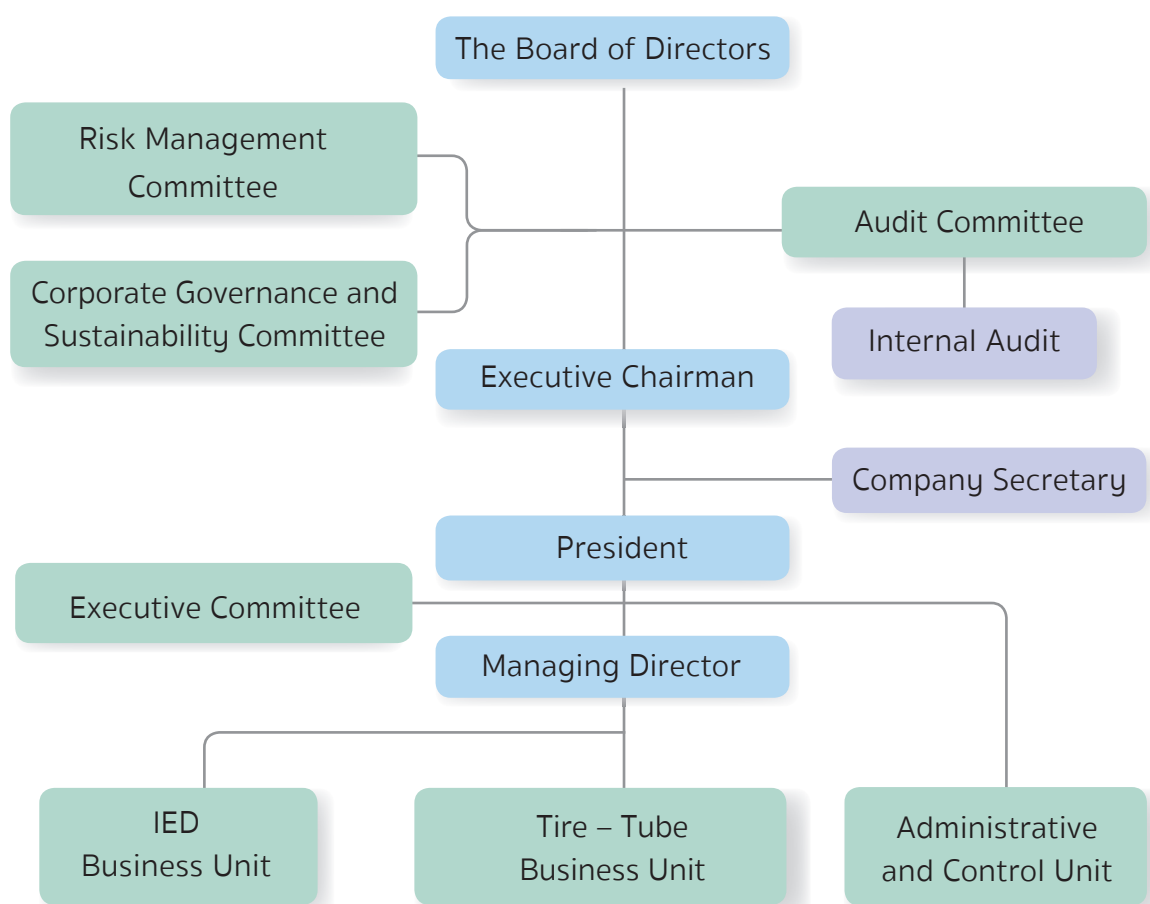
The investors can obtain more details on corporate governance information from QR code as shown below, or in the Company's website (<http://www.irthailand.com/en/home>) in the page Investor Relations, which covers information on corporate governance and sustainability.



# 7. Structure of the Board of Directors and the Sub-committees

## 7.1 Corporate Governance Structure

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



## 7.2 About Director Board of Directors

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

As of September 30, 2024, the Boards of Directors consisted of 12 members, including 10 non-executive directors, and 2 executive directors. The Board has 4 independent directors, representing 1/3 of all members, and two of them are female which are Mrs. Anchalee Chavanich and Ms. Chunhachit Sungmai.

Name-Surname		Position
1. Mrs. Pimjai	Leeissaranukul	Chairman
2. Mr. Shigeki	Yamada	President/ Vice-Chairman of Risk Management Committee
3. Mr. Soichi	Inoue	Director
4. Mr. Thanong	Leeissaranukul	Director
5. Mr. Apichart	Leeissaranukul	Director
6. Mrs. Porntip	Sethiwan	Director
7. Mr. Kenjiro	Miwa	Director
8. Mr. Hideo	Oya	Director
9. Mrs. Anchalee	Chavanich	Independent Director / Chairman of Audit Committee
10. Mr. Surong	Bulakul	Independent Director / Chairman of Risk Management Committee
11. Ms. Chunhachit	Sungmai	Independent Director / Chairman of Corporate Governance and Sustainability Committee
12. Mr. Kittichai	Raktakanit	Independent Director

### Remarks:

1. Mr. Hideo Oya took up a position on November 24, 2023 in replacement of Mr. Kazuo Sato.
2. Ms. Chunhachit Sungmai took up a position on May 15, 2024 in replacement of Assoc. Prof. Jaruporn Viyanant.
3. The non-executive directors in the third to seventh position have extensive experience working in the automotive industry and help formulate strategies, move the company forward, and provide reasonable recommendations on the Company's operations - as shown in Attachment 1: Director's Profile.

In 2024, the Company held one shareholder meeting, 7 board of directors' meetings, 4 Audit Committee meetings, 4 Corporate Governance and Sustainability Committee meetings, 4 Risk Management Committee meetings, and 2 non-executive directors' meetings to discuss various issues on sustainable growth and matters that were of interest. In 2024, the issues discussed included the external risk that affect the demand for automobiles and the Company's performance such as the replacement of electric vehicles, the entry of production chains from China, high household debt problems, the enforcement of EUDR standards, etc. The results of the meeting were reported to the Board of Directors for acknowledgement. (Details of the number of meetings are shown in the table under Section 8.1.2).

### **Authorized Directors**

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

### **Responsibilities of the Chairman of the Board of Directors**

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

### **Term in Office**

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

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

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

### **Board Structure**

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

## **Board of Directors' Meeting**

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

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

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

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

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

1. To undertake the duties in accordance with laws, objectives and Articles of Association of the Company, Good Corporate Governance, and resolutions of the Board of Directors' meeting as well as the shareholders' meeting with due care and integrity and to look after the interest of the Company; furthermore, clearly define the scope of duties and responsibilities for the management;
2. To set the goal, strategy, policy and direction of the Company's business operation together with allocate important resources and supervise the management to ensure efficiency, effectiveness and compliance with the prescribed policies and to achieve sustainable value creation by competitiveness and performance, ethical and responsible business, respect rights and responsibilities of shareholders, stakeholders, social and environment;



3. Provide review of strategy, vision and missions, and corporate values (IRC DNA) which consider changing of environment by encouraging innovation and technology usage that suitable with the Business Ecosystem and consider the needs of customers and stakeholders. It also considers the competitiveness of the business on an annual basis;
4. To arrange a reliable accounting system, financial reports and auditing by settle internal control procedures and suitable internal audit system with consistent follow-up;
5. To approve the quarterly financial statement and propose the shareholders' meeting to consider to approve the annual financial statement, as well as to approve the annual investment budget and to monitor the operating results of the Company, including the major progress in various aspects;
6. To provide advices/suggestions and make a decision with due care on the agenda proposed in the Board of Directors' meeting;
7. To appoint/remove the sub-committee on specific matters as deemed suitable;
8. An independent director is able to provide their independent discretion on the issues and to oppose any act of other directors or the management, if there is any conflict significant to the Company and the shareholders;
9. To arrange a good corporate governance, anti-corruption policy, business conduct and code of conduct for directors and employees as a guideline and to annually review these policies;
10. To approve the importance transactions of the Company such as acquisition or disposal of assets, expansion of the investment projects, determination of the authority to be assigned and any action required by laws and to look after the conflict of interest among stakeholders of the Company;
11. To approve and/or consent on the connected transactions between the Company and its subsidiaries in accordance with related notifications, requirements and guidelines of the Stock Exchange of Thailand;
12. To suspend buying/ selling/ transferring of the Company's securities one month prior to public disclosure of the financial statement and during or before the period that the Company reveals is undertaking the confidential transaction e.g. increasing in capital, merger and acquisition, or negotiation of new significant projects;
13. To report any securities holding by himself/herself and his/ her spouses and children in the Board of Directors meeting quarterly and to inform the Company Secretary within 3 business days from the first day that securities holding changes, if there is any buying/selling/ transferring of securities of the Company;
14. To report of directors interests annually as well as informed the Company secretary within 15 working days if there are any changes;
15. To do the self-assessment of the Board as a whole and the member as an individual annually;
16. To review the Board of Directors Charter annually to comply with changing conditions and circumstances;
17. To manage and supervise the Company's intellectual property

## 7.3 Sub-Committees

### Audit Committee Charter

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

As of 30 September 2024, Audit Committee composed of 3 members, namely;

Name – Surname		Position
1. Mrs. Anchalee	Chavanich	Chairman of Audit Committee/ Independent Director
2. *Ms. Chunhachit	Sungmai	Audit Committee Member / Independent Director
3. Mr.Kittichai	Raktakanit	Audit Committee Member / Independent Director

**Remark:** \* Ms. Chunhachit Sungmai took up a position on May 15, 2024 in replacement of Assoc. Prof. Jaruporn Viyanant. Ms. Kittunya Naruepracha acts as a Secretary of Audit Committee.

### Roles, Duties and Responsibilities of Audit Committee

1. To verify and assure that the Company's financial report is accurate and sufficiently disclosed;
2. To verify and assure that the Company and its subsidiaries has the internal control system and the internal audit system that is suitable and efficient, incorporate with auditors and internal auditors to consider the independence of the internal audit unit. Throughout giving approval the appointment, transfer and dismissal of the chief of an internal audit unit or any other agency responsible for internal audits. Also approved the annual internal audit plan;
3. To verify and assure that the Company has acted in compliance with the law on Securities and Exchange, requirements of the Stock Exchange of Thailand, and other laws in relation to the Company's business;
4. To consider, select, propose to appoint, and unemployed an independent person(s) to perform the duty as the Company's auditor. To propose remuneration for that person(s) and to participate in a meeting with the auditors without the management involvement at least once a year;
5. To consider connected transactions and any transaction that may have a conflict of interests by referring to the requirements of laws and the Stock Exchange of Thailand, to assure that such transactions are reasonable and resulted in maximum benefits to the Company;
6. To review that the Company has a whistleblowing procedure to report fraud as well as inappropriate financial report or other issues. This is to assure that all the complaints will be investigated independently and will acquire the appropriate monitoring;
7. To prepare a report of the Committee as disclosed in the Company's Annual Report which must be signed by the Chairman of the Audit Committee and must consist of the information as follows (at least);
  - 7.1) An opinion(s) about an accuracy, completion and reliability of the Company's financial report.
  - 7.2) An opinion(s) about the adequacy of the Company's internal control systems including the corruption/ fraud prevention.

- 7.3) An opinion(s) about an action in compliance with law of Securities and Stock Exchange, provisions of the Stock Exchange of Thailand or any related laws regarding the Company's business.
  - 7.4) An opinion(s) about an appropriateness of the auditors.
  - 7.5) An opinion(s) about any financial transaction that may have a conflict of interests.
  - 7.6) A total number of the Committee's meetings and each member's meeting participation.
  - 7.7) An overall opinion(s) or an observation(s) obtained by the Committee from the operation as required in this charter.
  - 7.8) Other essential information or transactions as deemed to be acknowledged by shareholders and investors under the scope and responsibilities assigned to them by the Board of Directors.
8. Any other operation as assigned by the Board of Directors with an approval by the Committee;
  9. The Committee is able to consult with independent consultant(s) as appropriated with the Company budget.
  10. To do the self-assessment of the Committee as a whole and the member as an individual annually;
  11. Any provision or practice regulation or refrainment of practices that are not mentioned in this charter shall be held in accordance with the Company's memorandum of associations, and other laws, as well as the provisions of the Stock Exchange of Thailand and the Securities and Exchange Commission;
  12. To review the Audit Committee Charter annually to comply with changing conditions and circumstances and propose to the Board of Directors for the approval.

### Corporate Governance and Sustainability Committee

As of 30 September 2024, the Corporate Governance and Sustainability Committee ("CGS") consists of 5 members as follows:

Name – Surname		Position
1. Ms. Chunhachit	Sungmai	Chairman of the CGS Committee / independent Director
2. Mr. Therdsak	Emsem	Member
3. Ms. Anchana	Thongmon	Member
4. Mr. Amornthep	Srivorapipat	Member and Secretary
5. Ms. Kittunya	Naruepracha	Member

- Remark:**
1. Ms. Chunhachit Sungmai took up a position on May 15, 2024 in replacement of Assoc. Prof. Jaruporn Viyanant.
  2. Ms. Kittunya Naruepracha took up a position on August 14, 2024 in replacement of Mr. Bunthorn Sriwongchan

## Roles, Duties and Responsibilities of Corporate Governance and Sustainability

### Committee

1. Propose policies and guidelines related to the good corporate governance that govern the company toward sustainable value creation, robust long-term earnings, and ethical business operation while respecting rights and be accountable to shareholders and stakeholders as well as being able to adapt to changing factors to the Board;
2. Consider and review the corporate governance policies and guidelines to keep them comply with the related laws, regulations and other guidelines both nationally and internationally, as well as recommendations from related institutes e.g. the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET);
3. Review appropriateness and adequacy of the Code of Conduct, as well as support the creation and drive ethical corporate culture while leading by example in corporate governance;
4. Review the Company's performance of corporate governance and sustainability. The Chairman of Corporate Governance and Sustainability Committee, or a person who is assigned by the Chairman shall report the resolutions and performance of the Committee to the Board;
5. Follow and report any issues or possibilities that may affect the Company on the subject of corporate governance and sustainability to the Board;
6. The Chairman of Corporate Governance and Sustainability Committee or a person who is assigned by the Chairman shall review and agree to disclose the annual report of Corporate Governance and Sustainability Committee;
7. The Committee may invite the Company's directors, executives, employees, or third parties to attend the meeting on related issues;
8. Review the charter of the Corporate Governance and Sustainability Committee annually to comply with changing conditions and circumstances and propose to the Board of Directors for the approval;
9. To do the self-assessment of the Committee as a whole and the member as an individual, as well as prepare the performance report to the Board for acknowledgement annually;
10. Propose the Management to appoint a working team to support, monitor and report the performance of the Management that related to the policies and important strategies of the corporate governance and social responsibility as appropriate;
11. The Committee shall responsible for any corporate governance and sustainability mission as assigned by the Board.

### Risk Management Committee

As of 30 September 2024, the Risk Management Committee ("RMC") consists of 8 members namely;

Name – Surname		Position
1. Mr. Surong	Bulakul	Chairman of the RMC Committee / Independent Director
2. Mr. Shigeki	Yamada	Vice Chairman of the Committee
3. Mr. Suchart	Kootiratrakarn	Member
4. Mr. Narongchai	Rattanaekkawin	Member

Name – Surname		Position
5. Mr. Surachai	Chaichalermpong	Member
6. Mr. Buncha	Yutthaworakool	Member
7. Ms. Praewphan	Songhong	Member
8. Mr. Kanin	Laochinda	Member

### **Roles, Duties and Responsibilities of Risk Management Committee**

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

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

### Executive Committee

As of 30 September 2024, the Executive Committee consists of 11 members as follows:

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

**Remark:** 1. Mr. Kanin Laochinda took up position on November 24, 2023.  
2. Mr. Takeshi Arakawa resigned on February 6, 2024.

### Roles, Duties and Responsibilities of Executive Committee

1. To conduct and/or manage the daily business operation in accordance with laws and standards, including policies, action plan, targets, requirements and regulations of the Company prescribed by the Board of Directors;
2. To strictly, honestly and carefully conduct and manage the operation in accordance with the resolutions of the Board of Directors altogether with the approved budget by consideration on the interest of the Company and the shareholders;
3. To report the operating performance of the Company to the Board of Directors' meeting quarterly and to review the operating results periodically for a quick resolution to achieve the business targets;
4. To assess and screen the major investment projects and the annual budget prior to the submission to Board's consideration;
5. To undertake the work in accordance with the good corporate governance principles prescribed as a guideline by the Board of Directors;
6. To approve that appointment of persons of directors, executives or controlling persons to the subsidiaries, to have transparency and effective good governance and internal control, aligned with the company's benefit and the Investment and Management in Subsidiaries policy;
7. To suspend buying/ selling/ transferring of the Company's securities one month prior to public disclosure of the financial statement and during the period that the Company is undertaking the confidential transaction e.g. increasing in capital, merger and acquisition, or negotiation of new significant projects, etc.;

8. To report any securities holding by himself/ herself and his/ her spouses and children in the Board of Directors meeting quarterly and to inform the Company Secretary within 3 business days from the first day that securities holding changes, if there is any buying/ selling/ transferring of securities of the Company;
9. To prepare a report on the conflict of interest of the management annually;
10. To manage the information system and intellectual property including the Company's important commercial information;
11. To refrain from any reveal of Company's business transaction and/or intellectual property to third party without consent and/or oppose to Code of Conduct for Director and Employee and which affect the Company's business.
12. Review the charter of the Executive Committee annually to comply with changing conditions and circumstances and propose to the Board of Directors for the approval;
13. To do the self-assessment of the Committee as a whole and the member as an individual annually.

## 7.4 About the executives

As of Sep 30, 2024 the Company has the executives following the SEC definition as follows;

Name-Last name		Position
1. Mrs. Pimjai	Leeissaranukul	Executive Chairman
2. Mr. Shigeki	Yamada	President
3. Mr. Kanin	Laochinda	Managing Director
4. Mr. Akira	Tokoro	Managing Director
5. Ms. Witchuda	Kupongsak	Executive Director of Administrative and Control Unit
6. Mr. Suchart	Kootiratrakarn	Executive Director of Tire & Tube Business Unit
7. Mr. Narongchai	Rattanaekkawin	Executive Director of IED Business Unit
8. Mr. Tatsuo	Kubota	Executive Director of IED Business Unit
9. Ms. Praewphan	Songhong	Finance Division Manager

### Remuneration for Executives

During the fiscal year 2024, the Company paid remuneration to the executives under definition of the Securities and Exchange Commission for Baht 71.95 million, comprised of salary, bonus, provident fund, social security fund and other welfares.

### Other Remuneration (Ex. ESOP EJIP)

-None-

## 7.5 Employees

As of 30 September 2024, numbers of employees of the Company and its subsidiaries which were classified by business units, are following;

Business Unit	Number of Employees (person)
Administrative and Control	116
Motorcycle Tire – Tube	513
Industrial Elastomer Parts	455
IRC (Asia) Research Co., Ltd.	113
Kinno Hoshi Engineering Co., Ltd.	20
Total	1,217

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

During the fiscal year 2024, the Company and its subsidiaries paid employees totaling Baht 772.13 million in term of salary, bonus, provident fund, social security fund and other welfares.

## 7.6 Others

### Company Secretary

The board of directors appointed Ms. Kittunya Naruepracha as Company Secretary on 9 November 2018. Ms. Kittunya Naruepracha graduated in Economics and has been a good Assistant Secretary. She has continuously developed herself as a corporate secretary and attended a course on corporate secretary in 2017. Her responsibilities include advising on and reviewing the preparation of important legal documents of the company and directors as well as keeping those documents in compliance with Section 89/15 – 89/17 of the Securities and Exchange Act.

### CFO and Accounting Supervisor

The Company appointed Ms. Praewphan Songhong to be the CFO and Ms. Pim Arunsantiroj to control and supervise the company's accounting according to the accounting standards and related rules. The biographies are shown in Attachment 1.

### Head of Internal Auditor

The Audit Committee agreed with the appointment of P&L Internal Audit Company Limited as the Company's Internal Auditor in 2024. P&L Internal Audit Company Limited appointed Ms. Monnat Phumirattanajarin as the key responsible person for performing the duties of the Company's internal auditor as assigned, and reported directly to the Audit Committee. The Audit Committee considered the qualifications of P&L Internal Audit Company Limited and Ms. Monnat Phumirattanajarin and agreed that they were suitable and adequate to perform such duties as they were independent and had experience in performing the duties. The qualifications of the position are shown in Attachment 3.



## Investor Relations

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

## Auditor and Audit Fee

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

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

The Company's and its' subsidiaries' financial statements of the fiscal year 2024 were reviewed and expressed an opinion by Ms. Sanicha Akarakittilap, Certified Public Accountant No.8470 of PricewaterhouseCoopers ABAS Limited (PwC). The Company and its subsidiaries paid audit fee for the fiscal year 2024 as follows:

List	Amount (Baht)
Audit Fee for Inoue Rubber (Thailand) Public Company Limited	1,441,000
Audit Fee for IRC (Asia) Research Co., Ltd.	260,000
Audit Fee for Kinno Hoshi Engineering Co., Ltd.	260,000
(66,000 baht/ business)	-
Inventories Destruction Inspection fee (15,000 baht/ person)	30,000
Out of Pocket Expenses (Transportation expense, Documents expense, etc.)	228,154
Total	2,219,154

# 8. Report of Key Corporate Governance Activities

## 8.1 Performance of the Board of Directors this year

### 8.1.1 Nomination, Development and Performance Assessment of the Board

#### **Qualification of Independent Directors**

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

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

### **Qualifications of the director**

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

### **Nomination criteria and process**

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

### **Right of Shareholders to appoint the directors**

The Company opened an opportunity for Shareholders to propose director candidate since 1 - 31 October 2023. However, no Shareholders proposed any director candidate.

### **Criteria and Process of the performance evaluation of the Boards, sub-committees, and CEO**

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

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

- The Board of Directors and the Sub-Committees



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

- CEO



Leadership



Strategy Information



Strategy Execution



Financial Planning/ Performance



Relationship with the Board of Directors



External Relations



Human Resources Management/ Relations



Succession



Product/ Service Knowledge



Personal Qualities

## Results of the self-assessment of the Board of Directors, Sub-committees and CEO

### • The Board of Directors and the Sub-Committees

	Self-Assessment as a whole	Self-Assessment as an individual	Board Skill Matrix
1. Board of Director	3.92	3.97	3.78
2. Executive Committee	3.85	3.91	
3. Audit Committee	3.96	3.92	
4. Risk Management Committee	3.93	3.97	
5. Corporate Governance and Sustainability Committee	3.97	3.92	

### • CEO

1 Leadership	★★★★★ 4.00
2 Strategy Information	★★★★★ 4.00
3 Strategy Execution	★★★★★ 4.00
4 Financial Planning/ Performance	★★★★☆ 3.83
5 Relationship with the Board of Directors	★★★★★ 4.00
6 External Relations	★★★★★ 4.00
7 Human Resources Management/ Relations	★★★★★ 4.00
8 Succession	★★★★★ 4.00
9 Product/ Service Knowledge	★★★★☆ 3.50
10 Personal Qualities	★★★★★ 4.00

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

0 = Strongly disagree or never conducted

3 = Agree or well conducted

1 = Disagree or seldom conducted

4 = Strongly agree or excellently conducted

2 = Fair or moderately conducted

### Directors and Executives Development

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

The Board of Directors has assigned the Company Secretary to coordinate with the Board of Directors and Executives on the information of training courses. The Company Secretary is responsible for delivering new Directors the Public Company Handbook, the Board of Directors Handbook, scope of

duties and responsibilities of the Board of Directors, the Company's Articles of Association, Public Law, Securities and Exchange Act B.E. 2535, Good Corporate Governance Policy, and Code of Conduct.

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

Furthermore, there were Directors, Executives and the Company Secretary who received training to perform their duties from relevant agencies in 2024. The details can be summarized as follows:

<p><b>Mrs. Pimjai Leeissaranukul</b> <b>Position</b> Chairman</p>	<p><b>Training in 2024</b></p> <ul style="list-style-type: none"> <li>• Program for Senior Executive on Criminal Justice Administration by Judicial Training Institute, Class 28</li> </ul>
<p><b>Mrs. Anchalee Chavanich</b> <b>Position</b> Independent Director / Chairman of Audit Committee</p>	<p><b>Training in 2024</b></p> <ul style="list-style-type: none"> <li>• Seminar of Political Leadership and Trade in the Modern World by The Thai Parliamentary Member Association, Class 1</li> </ul>
<p><b>Mr. Kittichai Raktakanit</b> <b>Position</b> Independent Director / Audit Committee</p>	<p><b>Training in 2024</b></p> <ul style="list-style-type: none"> <li>• Project of Senior Executive Development Training Program by Royal Thai Police, FY2024</li> </ul>
<p><b>Mr. Surong Bulakul</b> <b>Position</b> Independent Director / Chairman of Risk Management Committee</p>	<p><b>Training in 2024</b></p> <ul style="list-style-type: none"> <li>• Program of VAIP: Visionary Artificial Intelligence Partnership by Sripatum University</li> <li>• Program of Generative AI Mastery for Executives Workshop by University of the Thai Chamber of Commerce</li> </ul>
<p><b>Mr. Kanin Laochinda</b> <b>Position</b> Managing Director</p>	<p><b>Training in 2024</b></p> <ul style="list-style-type: none"> <li>• Program of Safety Officer In Management Work by Safety and Health at Work Promotion Association (Thailand) Under Her Royal Highness Princess Maha Chakri Sirindhorn Patronage</li> </ul>

## Ms. Praewphan Songhong

### Position

CFO/ Executive Director/  
Member of Risk  
Management Committee/  
Finance Division Manager

### Training in 2024

- TLCA CFO CPD No. 6/2024: “Cybersecurity & Risk Management for CFOs” by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2024: “Tax Governance” by Thai Listed Companies Association
- TLCA CFO CPD No. 2/2024: Economic Update for CFO by Thai Listed Companies Association
- TLCA CFO CPD No. 1/2024: Guidelines for improving the quality of financial reports of listed companies by Thai Listed Companies Association
- Strategic Management Accounting, Class 1/2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King
- The development of accounting systems in the digital age that is worth watching, Class 1/2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King
- KPMG Business Leader’s Summit 2024 : Ignite your business with innovation by KPMG
- Internal Control : Changes in the digital age innovation by Dharmniti Seminar and Training Co., Ltd.
- The implications of Generative AI for CFOs by Thai Digital Technology User Group Association
- TFAC’s Accounting Professions Summit 2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King

## Ms. Pim Aroonsantiroj

### Position

Accounting Supervisor

### Training in 2024

- Fast Mini MBA for New Manager in the Age of VUCA, Class 6 by Asia Market Expertise Center (AMEC), Faculty of Business Administration, Kasetsart University
- TLCA CFO CPD No. 1/2024: Guidelines for improving the quality of financial reports of listed companies by Thai Listed Companies Association
- TLCA CFO CPD No. 2/2024: Economic Update for CFO by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2024: “Tax Governance” by Thai Listed Companies Association
- 2024 Annual CFO Summit: The Finance Function of Tomorrow by BDO Audit Co., Ltd.
- CFO Forum 2024 “Shaping the Future of Finance” by EY Office Limited

Ms. Kittunya Naruepracha

**Position**

Company Secretary/  
Chief of Investor Relations

**Training in 2024**

- Q&A Observations on the preparation of 56-1 One Report by Thai Listed Companies Association
- Roles and responsibilities of AC, IA and CFO to enhance corporate governance by Thai Listed Companies Association
- Three-Lines of Defense Model & GRC by Thai Listed Companies Association
- Roles and responsibilities of the company secretary by Thai Listed Companies Association
- IR Sharing 1/2024: “IR Communications Practices” by Thai Listed Companies Association
- AGM Notice / Board Resolution by Thai Listed Companies Association
- Insight in SET: Know all around for sustainable growth in the capital market No. 3/2024 by The Stock Exchange of Thailand
- IT VISION 2024: Sustainable Tech by The Stock Exchange of Thailand
- Increase awareness and knowledge about biodiversity by Securities and Exchange Commission
- Corporate Value Enhancement via Risk Management by The Stock Exchange of Thailand



## 8.1.2 Meeting Attendance and Individual Directors' Remuneration

### Monetary Remuneration for the Board and Sub-committees

At the AGM 2024, held on 29 January 2024, the shareholders approved director remuneration according to position which consists of yearly retention fee plus meeting allowance at Baht 10,000/ person/ meeting and noother kind of remuneration with the following details;

Chairman of Audit Committee	450,000	Baht/ person/ year
Chairman of Risk Management Committee	200,000	Baht/ person/ year
Chairman of Corporate Governance and Sustainability Committee	200,000	Baht/ person/ year
Independent Director	500,000	Baht/ person/ year
Director	300,000	Baht/ person/ year

**Remark:**

1. No remuneration for the executives who are not directors
2. The Company Directors do not receive remuneration from the Company's subsidiary because he/ she is not a director in the subsidiary.

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

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

### Other kinds of remuneration for Directors

-None -

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

Name of Director		Position	Number of Meeting Attendance in FY 2024						Remuneration <sup>1</sup> (Baht)
			AGM	BOD	AC	EXCOM	CGS	RMC	
1. Mrs. Pimjai	Leeissaranukul	Chairman	1/1	5/5	-	5/5	-	-	360,000
2. Mr. Shigeki	Yamada	President / Vice Chairman of RMC	1/1	5/5	-	5/5	-	4/4	400,000
3. Mrs. Anchalee	Chavanich	Chairman of AC / Independent Director	1/1	7/7	4/4	-	-	-	1,070,000
4. Mr. Kittichai	Raktakanit	Member of AC / Independent Director	1/1	7/7	4/4	-	-	-	620,000
5. Assoc.Prof. Jaruporn	Viyasant	Chairman of CGS committee / Member of AC / Independent Director	1/1	6/6	3/3	-	3/3	-	564,153
6. Ms. Chunhachit	Sungmai	Chairman of CGS committee / Member of AC / Independent Director	-	1/1	1/1	-	1/1	-	295,847
7. Mr. Surong	Bulakul	Chairman of RMC / Independent Director	1/1	7/7	-	-	-	4/4	820,000
8. Mr. Soichi	Inoue	Director	0/1	0/7	-	-	-	-	300,000
9. Mr. Thanong	Leeissaranukul	Director	1/1	7/7	-	-	-	-	380,000
10. Mr. Apichart	Leeissaranukul	Director	1/1	7/7	-	-	-	-	380,000
11. Mrs. Porntip	Sethiwan	Director	1/1	7/7	-	-	-	-	380,000
12. Mr. Kenjiro	Miwa	Director	-	5/5	-	-	-	-	251,639
13. Mr. Hideo	Oya	Director	1/1	7/7	-	-	-	-	380,000
Total (Baht)								6,201,639	

- Remark:**
1. AGM is Annual General Meeting / BOD is Board of Directors / AC is Audit Committee / EXCOM is Executive Committee / CGS is Corporate Governance and Sustainability Committee / RMC is Risk Management Committee
  2. Remuneration is calculated from net payment as a position of Director only.
  3. All BOD meetings are hybrid meetings and consist of 2 non-executive directors' meetings
  4. Ms. Chunhachit Sungmai took up a position on May 15, 2024 in replacement of Assoc. Prof. Jaruporn Viyasant who resigned

### 8.1.3 Governance of Subsidiaries and Associates

(Detail as shown in 6.1.1)

### 8.1.4 Monitoring to ensure compliance with Corporate Governance Policy and Guideline

The Company has communicated the policies and practices on good corporate governance to stakeholders through publication on the Company's website, including reviewing the good corporate governance policy, communicating, and following up the Company's directors, executives, and employees, including employees in the Group to adhere to and comply with it on an annual basis. In the past year, there were no cases of violations of the Company's ethics and code of conduct

#### Percentage of directors, executives and employees that was communicated about good Corporate Governance policy



The Company has followed up with all personnel to act in compliance with the Good Corporate Governance Policy in 4 topics as follows;

#### 1) Prevention of Conflicts of Interest

The Company has written policies and guidelines on the Conflicts of Interest specified in the “Code of Conduct for Directors and Employees”. The Company also has a policy to follow the guidelines of the Stock Exchange of Thailand as well as Securities and Exchange Act B.E. 2535 for the best interest of the Company. It is the duty of personnel at all levels to carefully consider and resolve any Conflicts of Interest, uphold the principles of honesty, be reasonable and independent within the framework of a good ethical code, and disclose information in its entirety concerning the importance of the Company's overall benefits. All Employees and Management are required to prepare an annual Conflict of Interest report. In 2023, there were no issues found that could cause any Conflicts of Interest.

#### 2) Exploitation of Inside Information

The Company has established policies and guidelines regarding the use of inside information to prevent the use of insider trading of the Company's securities. All Directors and Management including those involved are permitted to buy/sell/transfer the Company's securities at least 1 month before the disclosure of the financial statements and 24 hours after the financial statements have been disclosed. They need to refrain from buying/selling/transferring the Company's securities when there are cases related to confidential information and information that may affect the price of securities such as capital increase/ decrease, mergers and acquisitions, joint ventures, etc., for at least 24 hours. Directors, Management, and related persons must report the change in securities holding to the Office of the Securities and Exchange Commission within 3 business days from the date of the change in the Company's securities holding except in cases where the value of each item is less than 3 million baht, it can be reported within 3 business days from the date of the transaction and the accumulated value reaches 3 million baht or when 6 months have passed from the date of the first transaction, whichever comes first. The Company Secretary must be notified to prepare a record of the change and summarize the number of securities of each director and executive to present to the Board of Directors at the next meeting and on quarterly basis.

This year, there were no securities trading found during the period the Company ordered every Director and Management to refrain from trading.

### 3) Anti-Corruption

The Company has established policies and processes to combat corruption for all directors, executives and employees to comply with. The Board of Directors has assigned the Audit Committee to review the Company's internal control and internal audit systems to ensure that they are appropriate and effective. Every Directors, Executives and Employees of the Company is prohibited from engaging in any form of corruption, either directly or indirectly (family, friends, and acquaintances) whether for the benefits of the business, exchanges for work or the Company's purchasing orders under one's authority. All kinds of corrupt activities are considered serious offenses with a severe punishment of dismissal without compensation (as specified in the Employee Handbook). The Company has issued measures for Employees in the support and operations departments such as Purchasing Department, Marketing Department, and Human Resources Department to prepare an annual Conflicts of Interest report alongside an annual monitoring and review of anti-corruption measures.

The Company has disclosed details of policies and actions to prevent any involvement in corruption on the Company's website.

In 2024, the Company communicated about anti-corruption policy, Prevention of Conflicts of Interest and Exploitation of Inside Information policy to the directors, executives and employees in order to create awareness, understanding and instill consciousness to refrain from all forms of unethical conduct through the Company's intranet system. 100% of employees study and sign to acknowledge and abide by such policies. In summary, there was no cases of wrongdoing regarding corruption, conflict of interest, and the use of insider information to seek for the Company's benefits found in the past year.

### 4) Whistleblowing

The Company has always placed importance on Good Corporate Governance by conducting business with commitment to acting professionally as well as fairly to all groups of stakeholders. The Company also attaches importance to transparency and accountability. Therefore, the Company has created filing channels to enable all Employees and stakeholders both inside and outside the Company to disclose information of any wrongdoing against the law, company rules and regulations, business ethics, and Code of Conduct for Directors and Employees as well as inaccurate financial reports and the Company's defective internal control systems. A whistleblower should ensure the accuracy of the information disclosed before filing a complaint and should not accuse others without sufficient evidence. Complaints are reported to the Audit Committee quarterly. Additionally, there were no allegations or complaints reported in the fiscal year 2024 from any of the following 4 channels.



1  By Filing your report to the Chairman

2  By Post mail to the Chairman and/or Company Secretary 258 Soi Rangsit - Nakornnayok 49, Prachathipat, Thunyaburi, Pathumthani 12130

3  Through Email: [listen@irc thailand.com](mailto:listen@irc thailand.com)

4  Website:  
Through Website: [www.irc thailand.com/th/investor/corporate/whistleblowing](http://www.irc thailand.com/th/investor/corporate/whistleblowing)

## 8.2 Report of the Audit Committee's performance in 2024

Dear Shareholders,

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

During the fiscal year 2024, the Audit Committee held 4 meetings with the Company's management, internal auditor and external auditors. The meeting participation of each Audit Committee member is as follows;

Name	Position	No. of participation / No. of the total meeting
Mrs. Anchalee Chavanich	Chairman of the Audit Committee	4/4
Assoc. Prof. Jaruporn Viyanant	Member of the Audit Committee	3/3
Ms. Chunhachit Sungmai	Member of the Audit Committee	1/1
Mr. Kittichai Raktakani	Member of the Audit Committee	4/4

**Remark:** Ms. Chunhachit Sungmai held the position on May 15, 2024 instead of Assoc. Prof. Jaruporn Viyanant who resigned.

The Audit Committee fully performed its duty according to the roles, duties and responsibilities as stated in the Charter of the Audit Committee, as well as expressed opinions and suggestion independently. The summary of the Audit Committee's performance and opinions in 2024 is as follows:

### Review of Financial Statement

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

### Assessment and Review of Internal Control System and Internal Audit

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

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

### **Review of the Connected Party Transactions**

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

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

The Audit Committee quarterly reviewed the whistleblowing report, as well as obtained information on the inappropriateness of financial report or other issues.

In the past fiscal year, the Audit Committee did not receive any report on complaint on fraud or inappropriateness of financial report or other issues.

### **Review of the Compliance with Rules, Regulations and Policies**

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

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

### **Selection of the External Auditor**

The Audit Committee had considered the external auditors' independence and knowledge as well as their understanding of the Company's business, work quality, auditor qualifications, and the audit fee, the Audit Committee proposed PricewaterhouseCoopers ABAS Limited as the Company's and subsidiaries' external auditor for 2024. The external auditor who places his/her signature on the financial report of the Company is qualified with the above regulations and approved by the Security and Exchange Commission of Thailand. In addition, no external auditor has continuously audited the financial report of the Company for more than 7 consecutive years.

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

The Audit Committee reviewed and conducted self-assessment on the entire committee and each individual member based on the guideline of the Audit Committee prepared by the Security and Exchange Commission of Thailand and the Stock Exchange of Thailand, as well as the Charter of the Audit Committee of Company. According to the self-assessment result in 2024, it is found that the performance of the Audit Committee complies with its responsibilities.

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

### **Overall Opinion of the Audit Committee**

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

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

Mrs. Anchalee Chavanich  
Chairman of the Audit Committee

## 8.3 Report of the Sub-Committees' performances in 2024

### Report of the Risk Management Committee's performance in 2024

Dear All Shareholders,

Inoue Rubber (Thailand) Public Company Limited recognizes the importance of efficient enterprise-wide risk management to instill confidence in stakeholders. The company aligns its risk management efforts with evolving economic conditions, industry changes, and both domestic and international events. This is overseen by the Risk Management Committee, consisting of eight knowledgeable and experienced members in risk management. The committee is chaired by Mr. Surong Bulakul as a Chairman, Mr. Shigeki Yamada as a Vice Chairman, Mr. Narongchai Rattanaekkawin, Mr. Suchart Kootiratrakarn, Mr. Bancha Yutthaworakool, Mr. Surachai Chaichaluempong Ms. Praewphan Songhong, and Mr. Kanin Laochinda as a committee member. The Risk Management Committee has been performed duties under the mission and roles as assign by the Board of Directors to become a part of Good Corporate Governance and to stably support the business operation.

Name		Position	No. of participation / No. of the total meeting
Mr. Surong	Bulakul	Chairman of Risk Management Committee	4/4
Mr. Shigeki	Yamada	Vice Chairman of Risk Management Committee	4/4
Mr. Narongchai	Rattanaekkawin	Member of Risk Management Committee	4/4
Mr. Suchart	Kootiratrakarn	Member of Risk Management Committee	4/4
Mr. Bancha	Yutthaworakool	Member of Risk Management Committee	4/4
Mr. Surachai	Chaichaluempong	Member of Risk Management Committee	4/4
Ms. Praewphan	Songhong	Member of Risk Management Committee	4/4
Mr. Kanin	Laochinda	Member of Risk Management Committee	4/4

In 2024, 4 Risk Management Committee's meeting were held. The significant issues are summarized as follows;

1. Reviewed the company's risk management policies to ensure alignment with the current business environment. This process ensured that the policies remained relevant and effective in managing potential risks.



2. Oversaw and evaluated the company's risk management process, which included identifying, analyzing, and assessing risks from both internal and external factors. This also involved evaluating sustainability risks related to Environmental (E), Social (S), and Governance (G) (ESG) that could affect the company's ability to meet its objectives. The committee also established risk management measures, monitored risk management performance, and ensured that risks were managed at acceptable levels to achieve the company's goals.
3. Provided recommendations to the Risk Management Team to ensure the effective implementation of risk management measures.
4. Reviewed the roles and responsibilities of the Risk Management Team to ensure systematic and efficient risk reporting.
5. Developed a BCP (Business Continuity Plan) to address potential emergency scenarios, such as disease outbreaks, natural disasters, or cyber issues, ensuring continuity of operations and rapid recovery.
6. The committee reviewed its charter to ensure compliance with the CG Code (2017), regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant authorities, and to ensure its suitability for the current business environment.
7. The committee promoted activities and knowledge-sharing on various risks and innovations for all employees within the company.
8. The committee provided recommendations on the development of innovations and the integration of new technologies to enhance production efficiency. This includes supporting the expansion of both domestic and international markets, ensuring responsiveness to rapidly changing market demands. The goal is to align innovation development with the unique needs of consumers in each region, allowing the company to stay competitive and agile in the evolving marketplace.
9. The committee focused on developing management systems to assess the environmental impact of the company's operations. This includes ensuring compliance with laws and government regulations based on international standards, with the aim of minimizing any negative environmental impact and maintaining sustainable business practices.
10. The committee regularly reported its progress and the status of the company's risk management activities to the Board of Directors on a quarterly basis. These reports provided insights into the company's risk management efforts and identified key risks and opportunities critical to the organization's success.

In conclusion, the Risk Management Committee and all members of the working group have diligently, thoroughly, and wholeheartedly dedicated themselves to their work. This effort aims to assure shareholders and stakeholders that the company is closely monitoring and managing various types of risks in order to drive the organization towards achieving its objectives sustainably

**Mr. Surong Bulakul**  
Chairman of Risk Management Committee

## Report of the Corporate Governance and Sustainability Committee's performance in 2024

Dear All Shareholders,

The company's Board of Directors has established the Corporate Governance and Sustainability Committee to ensure that the company operates transparently, ethically, and with integrity, while adhering to anti-corruption and anti-fraud practices. Currently, the committee is chaired by Ms. Chonachat Sangmai, an independent director, and consists of experts from various fields: Mr. Therdsak Emsem, Ms. Anchana Thongmon, Ms. Kittunya Naruepracha, and Mr. Amornthep Srivorapipat. The committee's responsibilities align with the principles of good corporate governance for listed companies as outlined in the 2017 CG Code by the Securities and Exchange Commission (SEC) and the recommendations of the Thai Institute of Directors (IOD). Their work aims to ensure business sustainability and foster trust among stakeholders.

During the fiscal year 2024, the Corporate Governance and Sustainability Committee held 4 meetings with the Company's management. The meeting participation of each Corporate Governance and Sustainability Committee member is as follows;

Name	Position	No. of participation / No. of the total meeting
Assoc. Prof. Jaruporn Viyanant	Chairman of the Corporate Governance and Sustainability Committee	2/2
Ms. Chunhachit Sungmai	Chairman of the Corporate Governance and Sustainability Committee	2/2
Mr. Bunthorn Sriwongchan	Member of the Corporate Governance and Sustainability Committee	2/2
Mr. Therdsak Emsem	Member of the Corporate Governance and Sustainability Committee	4/4
Ms. Anchana Thongmon	Member of the Corporate Governance and Sustainability Committee	4/4
Ms. Kittunya Naruepracha	Member of the Corporate Governance and Sustainability Committee	2/2
Mr. Amornthep Srivorapipat	Member and Secretary of the Corporate Governance and Sustainability Committee	4/4

Note: Ms. Chunhachit Sungmai assumed the position of Chairperson of the Corporate Governance and Sustainability Committee on May 15, 2024 succeeding Associate Professor Jaruporn Viyanant, who resigned.

Ms. Kittunya Naruepracha was appointed as a member of the Corporate Governance and Sustainability Committee on August 14, 2024, replacing Mr. Bunthorn Sriwongchan, who passed away.

In 2024, the Corporate Governance and Sustainability Committee conducted a performance evaluation, which can be summarized as follows:

### **Environment**

- The company devotes much attention to environmental management by setting environmental policies and guidelines in order to have well recourse management including the waste and pollution that have impact on the quality of life of stakeholders and to comply with the laws and regulations that related to the operations of the company. The company also has an environmental management system according to ISO 14001 standard. In addition, the company has been promoting green culture among the employees to minimize negative impacts on the environment and deliver a better world to future generations.
- Conducted internal activities within the company, “IRC,” such as the 2024 Safety, Environment, and Energy Conservation Day and the “IRC Loves the Earth” (Environment Day) event. These initiatives included activities aimed at enhancing employees’ knowledge and work competencies, fostering awareness, and emphasizing the importance of collaboration to drive these efforts towards becoming part of the company’s organizational culture.
- The company is committed to promoting the sustainable use of clean energy to reduce greenhouse gas (GHG) emissions, a key contributor to climate change and atmospheric degradation. As part of its efforts, the company has implemented the Carbon Footprint for Organization (CFO) program and developed plans to achieve net-zero GHG emissions. In 2024, the company initiated various projects, including the installation of a solar rooftop and signing a Memorandum of Understanding (MOU) with Dhurakij Pundit University for a product carbon footprint project. Additionally, the company was awarded the Green Industry Level 4 (Green Industry 4) certification in 2024, underscoring its commitment to environmentally friendly practices. The company also continues to support and promote the Khlong Pang Rubber Fund Cooperative in establishing sustainable rubber plantations under PEFC standards. This initiative aims to enhance the value of rubber products and expand market opportunities internationally. Furthermore, the company actively aligns its operations with all 17 United Nations Sustainable Development Goals (SDGs).
- The company has established and announced an environmental policy, regularly reviewing its environmental objectives and targets to effectively preserve and improve the environment in accordance with environmental management system standards. The company is committed to continuously enhancing its operations to align with environmental measures, ensuring long-term sustainability.

### **Social Responsibility**

- According to the country’s economic development plan under the BCG Model, the company has developed Vi-pafe, a versatile, eco-friendly, and safe rubber flooring product. The company aims to distribute these products to underserved public spaces nationwide, completing allocations for a total of 50 fields to date. In addition, the company has implemented various Creating Shared Value (CSV) projects, such as the Khlong Pang Rubber Fund Cooperative initiative, the “Giving Careers, Giving Lives” program, and the Supply Chain Development project to support the advancement of Thai SMEs. The company also promotes community road safety through initiatives like the IRC Safe Ride program and special safety campaigns during festive seasons.

- Activities with the “Surrounding Communities” which strengthen the Company’s relationship with the nearby communities both in Rangsit and Wangnoi. For example, community relations activities project with the communities surrounding the factory during festivals, etc.

### **Good Corporate Governance**

- Encouraged the Shareholders to propose agenda, directors’ candidates, and questions in advance for the Annual General Meeting for 2024 in the period of October 1-31, 2023, through the Company’s website and the Stock Exchange of Thailand’s website then proposed to the Board of Directors to consider in November 2023’s meeting. Thus, no shareholders proposed any agenda.
- Revised the Handbook of Good Corporate Governance altogether with the Charter to comply with the Securities and Exchange Act (No. 6) B.E. 2019, Corporate Governance Code for Listed Company of 2017 (CG Code 2017) of the Securities and Exchange Commission, the Company’s practices, and the Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors (latest version) in order to enhance the regulation and good corporate governance policy of the Company, and to be the guideline for the Directors, Executives and Employees to perform accordingly.
- Prepared the 56-1 One Report Form that improved the disclosure of ESG information such as greenhouse gas emission and human rights following the guideline of the Securities and Exchange Commission’s Committee, and used the Sustainable Development Goals (SDGs) as the compass to drive the operation with the Company’s stakeholders to align with the global sustainably development model.
- In the fiscal year 2024, the company received an “Excellent” or 5-star rating in the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors (IOD). Additionally, the company was honored with the Sustainability Disclosure Recognition Award from the Thaipat Institute, continuing its achievement from the previous year

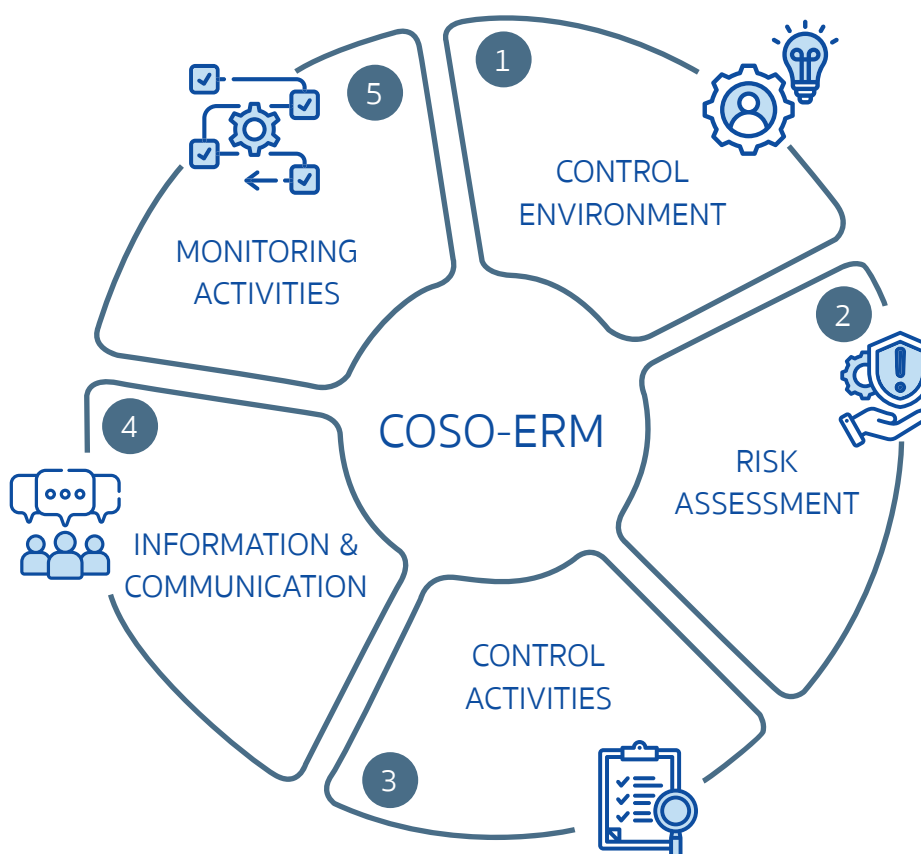
All of stated activities are disclosed in the 56-1 One Report

**Ms. Chunhachit Sungmai**  
**Chairman of Corporate Governance**  
**and Sustainability Committee**

# 9. Internal Control and Connected Transaction

## 9.1 Internal Control

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



### 1) Control Environment

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

The Company had determined the Handbook of Good Corporate Governance, including Directors and employees Code of Conduct, investor relations Code of Conduct, violation and penalties reporting, Complaint and Whistle Blowing Policy in 2005, and it has been developed to align with changing in

laws, rules, regulations, circumstances, as well as to ensure that the roles and duties of the Board of Directors and sub-committees in the charter comply with the Corporate Governance code for listed companies 2017 or CG Code 2017, which was implemented by the Securities and Exchange Commission in 2017. The latest revision was done and approved by the Board on August 14, 2024.

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

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

## **2) Risk Assessment**

In 2024, the Risk Management Committee constructed the risk assessment matrix, which shows impact and likelihood of each kind of risks, and keep monitoring strategic risk, operational risk, financial risk, and compliance risk as the quarterly basis. Moreover, the Committee has communicated to risk owners and line managers to raise risk awareness in the organization.

Moreover, the Committee have proposed risk monitoring in term of Risk Dashboard to create effective and up-to-date risk management among changing circumstances. For all the year 2024, all risk issues were managed in the positive way.

## **3) Control Activities**

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

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

## **4) Information and Communication System**

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

For the shareholders, Board of Directors, and sub-committees' meetings, the Company provides shareholders, directors, and executives, and all stakeholders to have the correct and sufficient information for decision making within a reasonable, in order to monitor conflicts of interest that might occur between the company, management, directors, and shareholders. The Company also prevented the inappropriate use of corporate assets, information, and opportunities, including preventing inappropriate transactions with related parties. The Company has consistently undertaken and defined them in the Good Corporate Governance and Business Morality Handbook as well.

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

## **5) Monitoring Activities**

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

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

### **Comments from the related persons of the Company's Internal Control System**

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

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

## 9.2 Connected Transactions

During fiscal year 2024, the Company and its subsidiaries entered into connected transactions with businesses and parties with potential conflict of interest. Most of the mentioned transactions were related to sales and purchases of business supporting, short-term property rent, services rendered/received and long-term machinery lease. The terms and basis of such transactions were negotiated between the parties in the ordinary course of business and according to normal trade conditions. The external auditor presented connected transactions in the Note No. 32 of the financial statements

### **Necessity and Appropriateness of Transactions**

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

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

In order to ensure that the connected transactions or transactions with potential conflict of interest are transparent and based on stakeholders' benefits, the Company had clearly stated the procedures for connected transaction approval in the delegation of authority table. There is a report of related party transactions every year for the Audit Committee to review and submit to the Board of Directors for acknowledgement. Such delegation of authority is aligned with regulations of the Security and Exchange Commission.

In addition, in 2024 the Board of Directors reviewed the Connected Transactions Policy (or called Related Party Transaction Policy) and principles for general trading conditions, which are under the decision authority of the management, if the criterion meet the principle approved by the Board of Directors. The Policy are to create clear framework for personnel involved, setting prices and conditions that are reasonable and within arm's length or market price, and based upon the Company's interest as if the Company enters into a transaction with outsider, which considered as an act of transparency and complied with concerned law and regulation.

The connected transactions of fiscal year 2024 as shown in the table next page have already presented to the Audit Committee for review and to the Board of Directors for acknowledgement.

### **Potential Connected Transactions in the Future**

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



**Connected transaction of the Company with related parties for the fiscal year 2022 - 2024 as of September 30 are as follows;**

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<b>1. Thai Inoac Component Co., Ltd. “TIC”</b>  Have indirect shareholders namely; Sopa-Kanok International Co., Ltd. and directors in common	Assembly expenses	16.89	19.18	16.74	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Assembly expense is determined under the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Rental incomes	1.33	1.33	1.33	<b>Short-term property rental (contract Period 1 year)</b> <ul style="list-style-type: none"> <li>Rental rate is in the same range of market price from 2 independent appraisers’ estimation.</li> <li>The transaction value is under the approval authority of the Management according to the relevant regulations.</li> </ul>
	Service and Utility incomes	0.06	0.06	0.08	<b>Transactions relating to services</b> <ul style="list-style-type: none"> <li>Price is compared with the external payment collection which is the terms of general trading condition.</li> <li>The transaction is reasonable and truly aims for the highest benefit of the Company.</li> <li>The value of the transaction is under the approval authority of the Management according to the relevant regulations.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<p>2. Thai Stanley Electric PCL. (“STANLY”)</p> <p>Have major shareholders namely; Leeissaranukul Group and directors in common</p>	Incomes from Sales of finish goods	7.75	4.84	4.65	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>3. Sirivit-Stanley Co., Ltd.</p> <p>Have major shareholders namely; Sopa-Kanok International Co., Ltd. and directors in common</p>	Incomes from Sales of finish goods	2.72	2.87	3.24	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>4. Inoue Rubber (Japan) Co., Ltd. (“IRCJ”)</p> <p>IRCJ is the major shareholder of IRC and has directors in common</p>	Technical assistance fee expenses	12.90	10.55	10.53	<p><b>Supporting normal business transaction</b></p> <ul style="list-style-type: none"> <li>Price is charged on cost basis, calculated from number of working hours or day spent and other expenses. The remuneration and conditions of the transaction are comparable to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<b>4. Inoue Rubber (Japan) Co., Ltd. (“IRCJ”)</b>  IRCJ is the major shareholder of IRC and has directors in common	Incomes from Sales of finish goods	127.17	91.80	117.41	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Finish goods expenses	7.00	4.62	4.12	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Purchase price is comparable to the same practice as other third parties, which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<b>5. Inoac Corporation Co., Ltd.</b>  Have a major shareholder namely; Inoue Rubber (Japan) Co. Ltd., and directors in common	Technical assistance fee expenses	20.72	20.68	16.89	<b>Supporting normal business transaction</b> <ul style="list-style-type: none"> <li>Price is charged on cost basis, calculated from number of working hours or day spent and other expenses. The remuneration and conditions of the transaction are comparable to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<p>6. Inoue Rubber (Vietnam) Co., Ltd. (“IRV”)</p> <p>IRC holds 8% of total shares and has major shareholder namely; IRCJ, and directors in common</p>	Incomes from Sales of finish goods	0.28	0.65	0.61	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>7. Inoac Thailand Co., Ltd. (“ITH”)</p> <p>Have indirect shareholder namely; Inoue Rubber (Japan) Co. Ltd., in common</p>	Professional service fee expenses	35.89	40.55	41.77	<p><b>Supporting normal business transaction:(1 year contract)</b></p> <ul style="list-style-type: none"> <li>ITH provides the professional service fee in marketing and product quality control. The remuneration rule was set in accordance with the IRCT’s group, which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>8. Inoac Vietnam Co., Ltd. (“IVC”)</p> <p>Have indirect shareholder namely; Inoue Rubber (Japan) Co. Ltd., in common</p>	Incomes from Sales of finish goods	11.36	11.40	9.56	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<b>9. The Sittipol (1919) Co., Ltd. (“STP”)</b>  Have major shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common	Incomes from Sales of finish goods	679.86	647.49	720.40	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>STP was appointed as the only distributor in domestic sales of motorcycle tires and tubes in Thailand.</li> <li>The prices are determined by the market price or cost-plus margin determination by product type which is the same practice as the price charge to other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Marketing promotion expenses	6.10	7.34	8.50	<b>Supporting Normal business transaction</b> <ul style="list-style-type: none"> <li>This aims to support and promote the selling activities of STP which is the only distributor in domestic sales of motorcycle tires and tubes in Thailand. The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
<p>10. Smart Sport Promotion Co., Ltd.</p> <p>Have indirect shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common</p>	Marketing promotion expenses	0.26	0.25	0.26	<p><b>Supporting Normal business transaction</b></p> <ul style="list-style-type: none"> <li>The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>11. Total Energies Marketing (Thailand) Co., Ltd. (“TOTAL”)</p> <p>Have major shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common</p>	Material and spare part expenses	3.70	1.46	1.12	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
<p>12. Pacific Industries (Thailand) Co., Ltd. (“PACIFIC”)</p> <p>Have a major shareholder—Sopa-Kanok International Co., Ltd. and directors in common</p>	Incomes from Sales of finish goods	71.65	65.26	72.15	<p><b>Normal business transaction</b></p> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
13. Wang Chula Co., Ltd. (“Wang Chula”)  Have a major shareholder–Sopa-Kanok International Co., Ltd. – in common	Work in Process incomes	159.31	110.03	0.13	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Incomes from Sales of finish goods	0.26	0.25	0.16	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of goods expenses	231.44	179.43	54.24	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
14. Inoac International Co., Ltd. (“IIC”) Have major shareholder - IRCJ –and directors in common	Incomes from Sales of finish goods	172.46	207.05	190.42	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of material expenses	215.06	166.16	134.03	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of equipment expenses	0.48	1.45	0	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>



Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
15. Techno Foam Co., Ltd.  Have indirect shareholder- IRCJ – in common	Incomes from Sales of finish goods	0.10	0.16	0.12	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
16. Inoac Automotive (Thailand) Co., Ltd.  Have indirect shareholder- IRCJ – in common	Incomes from Sales of finish goods	5.90	5.45	4.90	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of Raw material expenses	2.94	2.17	2.23	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
17. BIMC Co., Ltd.  Have indirect shareholder– IRCJ –in common	Income from Sales of finish goods	162.90	127.39	91.09	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
18. Inoac Tokai (Thailand) Co., Ltd. (“ITTC”)  Have indirect shareholders– Sopa-Kanok International Co., Ltd. and IRCJ – in common	Purchase of finish goods expenses	372.94	266.91	220.00	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Work in Process incomes	799.28	701.81	508.82	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
18. Inoac Tokai (Thailand) Co., Ltd. (“ITTC”)  Have indirect shareholders- Sopa-Kanok International Co., Ltd. and IRCJ – in common	Services and professional service incomes <sup>₩</sup>	15.84	16.09	16.28	<b>Supporting Normal business transaction(1 year contract)</b> <ul style="list-style-type: none"> <li>IRC provides professional services and other services in relation to personnel system and labor relation consultancy, accounting and finance system, consultancy of computer system, water and cleaning services (fees are varied by actual consumption). Fees are calculated from cost of system and personnel plus margin, which is similar to other contract parties</li> <li>The Board of Directors (exclude directors who have interest); by concurrence of the Audit Committee; approved the transaction as it is fair, reasonable and aims for the highest benefit of the Company</li> </ul>
	Utility expenses	0.40	0.36	0.24	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of equipment expenses	0.03	0.02	0	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
19. INOAC HONG KONG LTD.  Have major shareholder- IRCJ – and directors in common	Purchase of metal mold expenses	1.27	1.41	2.22	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Incomes from Sales of finish goods	464.82	497.01	427.16	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Purchase of finish goods expenses	26.86	60.85	50.90	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>This adopts the same practice as other third parties. This is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
20. ASIAN INOUE RUBBER PTE LTD.  Have major shareholder- IRCJ – and directors in common	Marketing promotion expenses	0.08	0.38	0.34	<b>Supporting Normal business transaction</b> <ul style="list-style-type: none"> <li>The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>

Connected Parties/ Type of Relationship	Type of Transaction	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2022	FY2023	FY2024	
21. Wangchula Hi-tech Co., Ltd.  Have major shareholder- Leeissaranukul group- and directors in common	Utility expenses	0.04	0.03	0.04	<b>Normal business transaction</b> <ul style="list-style-type: none"> <li>Price is compared with the external payment collection. This adopts the same practice as other third parties, which is the terms of general trading condition.</li> <li>Management has the authority to proceed under the principles which were approved by the Board of Directors.</li> </ul>
	Rental expenses	1.04	1.04	1.04	<b>Short-term property rental (contract Period 1 year)</b> <ul style="list-style-type: none"> <li>Rental rate is in the same range of market price from 2 independent appraisers' estimation.</li> <li>The transaction value is under the approval authority of the Management according to the relevant regulations.</li> </ul>
	Service expenses	0.48	0.45	0.44	<b>Transactions relating to services</b> <ul style="list-style-type: none"> <li>Price is compared with the external payment collection which is the terms of general trading condition. The transaction is reasonable and truly aims for the highest benefit of the Company.</li> <li>The value of the transaction is under the approval authority of the Management according to the relevant regulations.</li> </ul>

Part

3



Financial  
Statements

# Independent Auditor's Report

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

## My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Inoue Rubber (Thailand) Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 30 September 2024, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

## What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 30 September 2024;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include material accounting policies and other explanatory information.

## Basis for opinion

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

## Key audit matters

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

## Key audit matter

## How my audit addressed the key audit matter

### Allowance for slow-moving inventories

Refer to Note 4.6 (accounting policies) and Note 14 (inventories), allowance is made for slow-moving inventories.

As at 30 September 2024, the gross amounts of inventories in the consolidated and separate statements of financial position were Baht 638.13 million and Baht 635.90 million, respectively. The allowance for slow-moving inventories was equally Baht 5.56 million.

The valuation of inventories was an area of focus because inventories were significant to total assets and the allowance for slow-moving inventories was subject to management's judgement and experience and market situation.

The Group recorded allowance for slow-moving inventories, where necessary. The assessment for the allowance for slow-moving inventories required a degree of estimation from judgement. Management has applied their assessment on their experience and historical data. Each category of inventory with no movement longer than the ordinary course of business was subject to 100% allowance. The level of the allowance was assessed by taking into account the historical and recent sales experience, the aging of inventories and other factors that affected slow-moving inventories.

I performed the following procedures:

- Updated my understanding of the Group's assumptions used to develop the allowances for slow-moving inventories and determined that the accounting policies were consistent with prior years.
- Assessed the reasonableness of management's assumptions used in developing the allowances for slow-moving inventories by considering historical data and experience including key inventory ratios. I also challenged management's assumptions of specific periods as to whether they were appropriately used in determining the valuation of inventories.
- Tested the reliability of the inventory aging report that was used by the management to assess the valuation of the allowance by tracing the last movement date of the inventory aging report to the supporting documents in order to confirm that inventories were assigned to the correct aging category by the system.
- Tested the mathematical accuracy of the allowance of the slow-moving inventories derived from management's assumptions. No material variances arose from performing this work.

Using the above procedures, I determined that management's assumption was properly applied. In addition, the estimation of the allowance for slow-moving inventories were applied appropriately.



Key audit matter	How my audit addressed the key audit matter
<p><b>Measurement of investment in equity instrument at fair value through other comprehensive income</b></p> <p>Refer to Note 4.7 (accounting policies), Note 6 (fair value) and Note 13 (financial assets and financial liabilities), the Group has chosen to measure the investment in non-listed equity instrument at fair value through other comprehensive income.</p> <p>As at 30 September 2024, the fair value of investment in equity instrument measured at fair value through other comprehensive income in the consolidated and separate statements of financial position was equally Baht 110.44 million.</p> <p>Measurement of the investment in equity instrument at fair value through other comprehensive income was an area of focus because the equity investment was a significant part of total assets. Also, management’s judgement was used to determine the valuation technique and the assumptions were based on unobservable inputs.</p> <p>The Group applied discounted cash flows technique to determine fair value of equity instruments, which classified as financial assets measured at fair value through other comprehensive income. Significant unobservable inputs are risk-adjusted discount rate, estimated based on public companies’ weighted average cost of capital, which in the Group’s opinion, they are in comparable financial position with the contractual counterparty, and future revenue growth rate, which were based on management’s judgement and experience, historical data, current conditions and forecasts.</p>	<p>I performed the following procedures:</p> <ul style="list-style-type: none"> <li>Updated my understanding of the Group’s valuation technique and assumptions used to measure the investment in non-listed equity instrument measured at fair value through other comprehensive income.</li> <li>Assessed the appropriateness of management’s valuation technique and the reasonableness of assumptions used in determining the fair value by considering historical data or observable external data of companies in the same industry of the contractual counterparty.</li> <li>Engaged an internal valuation expert to evaluate the appropriateness of the risk-adjusted discount rate by comparing to public companies’ weighted average cost of capital that are in the same industry. They were determined to be within an acceptable range.</li> <li>Tested the mathematical accuracy of the measurement of the investment in equity instrument at fair value through other comprehensive income derived from management’s assumptions. No material variances arose from performing this work.</li> </ul> <p>Using the above procedures, I determined that management’s valuation technique to measure the investment in equity instrument at fair value through other comprehensive income and their key assumptions were acceptable.</p>

## Other information

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

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

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

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to the audit committee.

## Responsibilities of the directors for the consolidated and separate financial statements

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

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

The audit committee assists the directors in discharging their responsibilities for overseeing the Group's and the Company's financial reporting process.

## Auditor's responsibilities for the audit of the consolidated and separate financial statements

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

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

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

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

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

From the matters communicated with the audit committee, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

PricewaterhouseCoopers ABAS Ltd.

**Sanicha Akarakittilap**

Certified Public Accountant (Thailand) No. 8470

Bangkok

26 November 2024



## Inoue Rubber (Thailand) Public Company Limited

### Statements of Financial Position

As at 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	9	687,481,052	1,146,134,080	643,421,630	1,088,056,575
Short-term investments	10	1,375,000,000	-	1,375,000,000	-
Trade and other receivables, net	11	741,923,843	863,282,570	744,371,458	867,447,163
Current contract assets	12	28,169,570	-	28,169,570	-
Derivative assets		2,777,812	436,548	2,777,812	436,548
Financial assets measured at fair value through other comprehensive income					
- debt instruments	13.2	44,831,340	566,156,155	44,831,340	566,156,155
Inventories, net	14	632,569,379	641,704,924	630,339,761	638,493,896
Other current assets		6,052,400	5,230,743	6,031,414	4,560,501
<b>Total current assets</b>		<b>3,518,805,396</b>	<b>3,222,945,020</b>	<b>3,474,942,985</b>	<b>3,165,150,838</b>
<b>Non-current assets</b>					
Financial assets measured at fair value through other comprehensive income					
- debt instruments	13.2	12,905,741	25,480,149	12,905,741	25,480,149
Investments in subsidiaries	15	-	-	20,049,230	20,049,230
Financial assets measured at fair value through other comprehensive income					
- equity instruments	13.2	110,441,442	82,741,175	110,441,442	82,741,175
Investment properties, net	16	9,020,821	9,020,821	9,590,412	9,618,166
Property, plant and equipment, net	17	1,461,294,260	1,523,028,675	1,417,537,944	1,476,912,212
Right-of-use assets, net	18	404,462	584,278	404,462	584,278
Computer software, net	19	36,139,814	39,598,350	28,243,560	33,589,178
Deferred tax assets	20	57,712,885	59,531,691	52,691,373	55,155,838
Other non-current assets		73,379,764	69,567,670	73,121,803	69,507,670
<b>Total non-current assets</b>		<b>1,761,299,189</b>	<b>1,809,552,809</b>	<b>1,724,985,967</b>	<b>1,773,637,896</b>
<b>Total assets</b>		<b>5,280,104,585</b>	<b>5,032,497,829</b>	<b>5,199,928,952</b>	<b>4,938,788,734</b>

Director \_\_\_\_\_ Director \_\_\_\_\_

The accompanying notes are an integral part of these consolidated and separate financial statements.



Inoue Rubber (Thailand) Public Company Limited  
**Statements of Financial Position (Cont'd)**

As at 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Trade and other payables	21	760,430,272	795,434,393	754,585,111	797,758,142
Derivative liabilities		3,644,552	2,019,377	3,644,552	2,019,377
Income tax payable		35,292,170	5,986,880	33,870,587	3,624,280
Current portion of lease liabilities	31	215,497	216,614	215,497	216,614
Other current liabilities		710,407	702,131	-	-
<b>Total current liabilities</b>		<b>800,292,898</b>	<b>804,359,395</b>	<b>792,315,747</b>	<b>803,618,413</b>
<b>Non-current liabilities</b>					
Lease liabilities	31	205,367	396,384	205,367	396,384
Deferred tax liabilities	20	-	314,746	-	-
Employee benefit obligations	22	305,832,019	297,147,446	274,811,134	269,436,778
Other non-current liabilities		851,222	956,222	851,222	956,222
<b>Total non-current liabilities</b>		<b>306,888,608</b>	<b>298,814,798</b>	<b>275,867,723</b>	<b>270,789,384</b>
<b>Total liabilities</b>		<b>1,107,181,506</b>	<b>1,103,174,193</b>	<b>1,068,183,470</b>	<b>1,074,407,797</b>

The accompanying notes are an integral part of these consolidated and separate financial statements.



Inoue Rubber (Thailand) Public Company Limited  
**Statements of Financial Position (Cont'd)**

As at 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Liabilities and equity (Cont'd)</b>					
<b>Equity</b>					
Share capital	23				
Authorised share capital					
Ordinary shares, 197,207,700 shares at par value of Baht 1 each		192,207,700	192,207,700	192,207,700	192,207,700
Issued and fully paid-up share capital					
Ordinary shares, 197,207,700 shares paid-up of Baht 1 each		192,207,700	192,207,700	192,207,700	192,207,700
Share premium	23	298,000,000	298,000,000	298,000,000	298,000,000
Retained earnings					
Appropriated - legal reserve	24	20,000,000	20,000,000	20,000,000	20,000,000
Unappropriated		3,610,200,877	3,379,001,766	3,566,162,529	3,312,797,257
Other components of equity		52,510,880	40,109,736	55,375,253	41,375,980
<b>Equity attributable to:</b>					
Owners of the parent		4,172,919,457	3,929,319,202	4,131,745,482	3,864,380,937
Non-controlling interests		3,622	4,434	-	-
<b>Total equity</b>		<b>4,172,923,079</b>	<b>3,929,323,636</b>	<b>4,131,745,482</b>	<b>3,864,380,937</b>
<b>Total liabilities and equity</b>		<b>5,280,104,585</b>	<b>5,032,497,829</b>	<b>5,199,928,952</b>	<b>4,938,788,734</b>

The accompanying notes are an integral part of these consolidated and separate financial statements.



## Inoue Rubber (Thailand) Public Company Limited Statements of Comprehensive Income

For the year ended 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Revenues</b>					
Revenue from sales and services	8	4,580,610,878	5,417,205,832	4,578,398,880	5,415,368,723
Dividend income	26	145,780,161	-	179,779,608	23,999,741
Other income	27	69,104,891	59,752,790	71,937,139	62,693,892
<b>Total revenues</b>		<b>4,795,495,930</b>	<b>5,476,958,622</b>	<b>4,830,115,627</b>	<b>5,502,062,356</b>
<b>Expenses</b>					
Cost of sales and services		4,030,808,971	4,926,639,027	4,053,081,214	4,961,223,542
Selling expenses		107,542,045	100,051,940	107,542,045	100,051,940
Administrative expenses		278,241,189	258,259,827	271,829,845	252,873,969
Other expenses		16,553,858	21,873,446	16,526,689	21,860,980
<b>Total expenses</b>		<b>4,433,146,063</b>	<b>5,306,824,240</b>	<b>4,448,979,793</b>	<b>5,336,010,431</b>
<b>Profit before finance costs and income tax</b>					
Finance costs	31	(27,866)	(39,116)	(27,866)	(39,116)
<b>Profit before income tax</b>		<b>362,322,001</b>	<b>170,095,266</b>	<b>381,107,968</b>	<b>166,012,809</b>
Income tax expense	29	(50,818,762)	(10,328,987)	(47,438,319)	(5,388,632)
<b>Net profit for the year</b>		<b>311,503,239</b>	<b>159,766,279</b>	<b>333,669,649</b>	<b>160,624,177</b>

The accompanying notes are an integral part of these consolidated and separate financial statements.





Inoue Rubber (Thailand) Public Company Limited  
**Statements of Comprehensive Income (Cont'd)**

For the year ended 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Other comprehensive income:</b>					
Items that will not be reclassified subsequently to profit or loss:					
Remeasurements of employee benefit obligations					
	22	(13,489,148)	-	(11,491,473)	-
Changes in fair value of equity instruments measured at fair value through other comprehensive income					
	13.2 b)	27,700,267	(10,560,432)	27,700,267	(10,560,432)
Income tax on items that will not be reclassified subsequently to profit or loss					
	29	(2,842,223)	2,112,086	(3,241,759)	2,112,086
Total items that will not be reclassified subsequently to profit or loss					
		11,368,896	(8,448,346)	12,967,035	(8,448,346)
Items that will be reclassified subsequently to profit or loss:					
Changes in fair value of debt instruments measured at fair value through other comprehensive income					
	13.2 b)	1,290,298	2,384,961	1,290,298	2,384,961
Income tax on items that will be reclassified subsequently to profit or loss					
	29	(258,060)	(476,992)	(258,060)	(476,992)
Total items that will be reclassified subsequently to profit or loss					
		1,032,238	1,907,969	1,032,238	1,907,969
<b>Other comprehensive income (expense) for the year, net of tax</b>					
		12,401,134	(6,540,377)	13,999,273	(6,540,377)
<b>Total comprehensive income for the year</b>					
		323,904,373	153,225,902	347,668,922	154,083,800

The accompanying notes are an integral part of these consolidated and separate financial statements.



Inoue Rubber (Thailand) Public Company Limited  
**Statements of Comprehensive Income (Cont'd)**

For the year ended 30 September 2024

	Note	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Profit (loss) attributable to:</b>					
Owners of the parent		311,503,488	159,766,178	333,669,649	160,624,177
Non-controlling interests		(249)	101	-	-
		<u>311,503,239</u>	<u>159,766,279</u>	<u>333,669,649</u>	<u>160,624,177</u>
<b>Total comprehensive income (expense) attributable to:</b>					
Owners of the parent		323,904,632	153,225,801	347,668,922	154,083,800
Non-controlling interests		(259)	101	-	-
		<u>323,904,373</u>	<u>153,225,902</u>	<u>347,668,922</u>	<u>154,083,800</u>
<b>Earnings per share</b>					
Basic earnings per share	30	1.62	0.83	1.74	0.84

The accompanying notes are an integral part of these consolidated and separate financial statements.



# Inoue Rubber (Thailand) Public Company Limited

## Statements of Changes in Equity

For the year ended 30 September 2024

		Consolidated financial statements																		
		Attributable to owners of the parent																		
		Capital contributed				Retained earnings				Other components of equity										
		Share premium		Treasury shares		Appropriated - legal reserve		Appropriated - treasury shares reserve		Unappropriated retained earnings		Measurement of debt instruments at fair value through other comprehensive income		Measurement of equity instrument at fair value through other comprehensive income		Other components of equity				
Notes		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
<b>Opening balance</b>																				
as at 1 October 2022		200,000,000	298,000,000	(114,011,638)		20,000,000	114,011,638	3,267,375,729	(3,109,096)	50,015,848	(256,639)	46,650,113	3,832,025,842	4,592						3,832,030,434
<b>Changes in equity for 2023</b>																				
Total comprehensive income (expense) for the year		-	-	-	-	-	-	159,766,178	1,907,969	(8,448,346)	-	(6,540,377)	153,225,801	101						153,225,902
Reduction of ordinary shares from treasury shares		25	(7,792,300)	-	114,011,638	-	(114,011,638)	7,792,300	-	-	-	-	-	-	-	-	-	-	-	-
Dividends paid		34	-	-	-	-	-	(55,932,441)	-	-	-	-	(55,932,441)	(259)						(55,932,700)
<b>Closing balance</b>																				
as at 30 September 2023		192,207,700	298,000,000	-	(114,011,638)	20,000,000	114,011,638	3,379,001,766	(1,201,127)	41,567,502	(256,639)	40,109,736	3,929,319,202	4,434						3,929,323,636
<b>Opening balance</b>																				
as at 1 October 2023		192,207,700	298,000,000	-	-	20,000,000	-	3,379,001,766	(1,201,127)	41,567,502	(256,639)	40,109,736	3,929,319,202	4,434						3,929,323,636
<b>Changes in equity for 2024</b>																				
Total comprehensive income (expense) for the year		-	-	-	-	-	-	311,503,488	1,032,238	22,160,214	(10,791,308)	12,401,144	323,904,632	(259)						323,904,373
Dividends paid		34	-	-	-	-	-	(60,304,377)	-	-	-	-	(60,304,377)	(553)						(60,304,930)
<b>Closing balance</b>																				
as at 30 September 2024		192,207,700	298,000,000	-	-	20,000,000	-	3,610,200,877	(168,889)	63,727,716	(11,047,947)	52,510,880	4,172,919,457	3,822						4,172,923,079

The accompanying notes are an integral part of these consolidated and separate financial statements.



# Inoue Rubber (Thailand) Public Company Limited

## Statements of Changes in Equity (Cont'd)

For the year ended 30 September 2024

		Separate financial statements													
		Capital contributed				Retained earnings				Other components of equity					
		Issued and fully paid-up share capital		Treasury shares	Share premium	Appropriated - legal reserve	Appropriated - treasury shares reserve	Unappropriated retained earnings	Measurement of debt instruments at fair value through other comprehensive income		Measurement of equity instrument at fair value through other comprehensive income		Remeasurements of employee benefit obligations		Total equity
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
		200,000,000	298,000,000	(114,011,638)	20,000,000	114,011,638	3,200,313,221	(3,109,096)	50,015,848	1,009,605	47,916,357	3,766,229,578			
<b>Opening balance as at 1 October 2022</b>															
<b>Changes in equity for 2023</b>															
Total comprehensive income (expense) for the year															
Reduction of ordinary shares from treasury shares	25	(7,792,300)	-	114,011,638	-	(114,011,638)	7,792,300	-	-	-	-	-	-		
Dividends paid	34	-	-	-	-	(55,932,441)	(55,932,441)	-	-	-	-	-	(55,932,441)		
<b>Closing balance as at 30 September 2023</b>		192,207,700	298,000,000	-	20,000,000	-	3,312,797,257	(1,201,127)	41,567,502	1,009,605	41,375,980	3,864,380,937			
		192,207,700	298,000,000	-	20,000,000	-	3,312,797,257	(1,201,127)	41,567,502	1,009,605	41,375,980	3,864,380,937			
<b>Changes in equity for 2024</b>															
Total comprehensive income (expense) for the year															
Dividends paid	34	-	-	-	-	(80,304,377)	(80,304,377)	-	-	(9,193,179)	-	-	(80,304,377)		
<b>Closing balance as at 30 September 2024</b>		192,207,700	298,000,000	-	20,000,000	-	3,566,162,529	(168,889)	63,727,716	(8,183,574)	55,375,253	4,131,745,482			

The accompanying notes are an integral part of these consolidated and separate financial statements.



## Inoue Rubber (Thailand) Public Company Limited Statements of Cash Flows

For the year ended 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
		Baht	Baht	Baht	Baht
<b>Cash flows from operating activities</b>					
Profit before income tax		362,322,001	170,095,266	381,107,968	166,012,809
Adjustments for:					
Depreciation of investment properties and plant and equipment	16, 17	307,585,574	334,550,331	295,653,349	322,104,622
Amortisation of computer software	19	8,557,673	8,123,757	7,208,955	6,933,010
Amortisation of right-of-use assets	18	179,816	179,816	179,816	179,816
(Gain) loss on disposals of investments in debt instruments	13.2 a)	(190,849)	56,561	(190,849)	56,561
Loss on diminution in value of inventories	14	3,777,614	3,834,264	3,777,614	3,834,264
Loss (gain) on write-offs and disposals of property, plant and equipment		5,113,151	(413,013)	5,114,714	(374,389)
Fair value (gain) loss on derivatives		(716,089)	102,648	(716,089)	102,648
Unrealised loss on exchange rate		2,354,938	970,863	2,354,939	970,863
Dividend income	26	(145,780,161)	-	(179,779,608)	(23,999,741)
Interest income	27	(34,990,251)	(16,521,286)	(34,548,062)	(16,203,967)
Finance costs		27,866	39,116	27,866	39,116
Employee benefits	22	26,321,399	26,569,216	23,432,199	24,444,547
Changes in working capital					
Trade and other receivables		123,079,133	182,722,415	124,806,923	181,928,293
Current contract assets		(28,169,570)	-	(28,169,570)	-
Inventories		5,357,931	192,717,410	4,376,521	193,290,596
Other current assets		(1,260,578)	1,465,340	(1,470,913)	1,442,885
Other non-current assets		(5,684,296)	(21,704,151)	(5,486,335)	(21,704,151)
Trade and other payables		(43,498,476)	(333,015,175)	(47,163,769)	(327,534,120)
Other current liabilities		8,276	(742,186)	-	-
Other non-current liabilities		(105,000)	956,222	(105,000)	956,222
Employee benefits paid	22	(31,125,974)	(15,241,214)	(29,549,316)	(14,691,562)
<b>Cash generated from operations</b>		<b>553,164,128</b>	<b>534,746,200</b>	<b>520,861,353</b>	<b>497,788,322</b>
Interest received		23,858,418	14,166,225	23,405,415	13,865,083
Interest paid		(36,429)	(47,179)	(36,429)	(47,179)
Income tax paid		(23,325,653)	(12,611,239)	(18,227,365)	(8,104,716)
Income tax refund received		654,879	19,013	-	-
<b>Net cash generated from operating activities</b>		<b>554,315,343</b>	<b>536,273,020</b>	<b>526,002,974</b>	<b>503,501,510</b>

The accompanying notes are an integral part of these consolidated and separate financial statements.



## Inoue Rubber (Thailand) Public Company Limited Statements of Cash Flows (Cont'd)

For the year ended 30 September 2024

	Notes	Consolidated financial statements		Separate financial statements	
		2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Cash flows from investing activities</b>					
Purchase of short-term investments		(1,375,000,000)	-	(1,375,000,000)	-
Purchases of investments in debt instruments	13.2 a)	(589,950,779)	(1,018,193,130)	(589,950,779)	(1,018,193,130)
Proceeds from disposals of investments in debt instruments		1,127,535,788	1,016,509,168	1,127,535,788	1,016,509,168
Purchases of property, plant and equipment		(241,574,968)	(232,185,805)	(236,478,654)	(230,804,940)
Purchases of computer software	19	(5,099,137)	(2,240,191)	(1,863,337)	(1,533,901)
Proceeds from disposals of property, plant and equipment		5,829,065	4,804,224	5,827,403	4,694,998
Dividends received	26	145,780,161	-	179,779,608	23,999,741
<b>Net cash used in investing activities</b>		<b>(932,479,870)</b>	<b>(231,305,734)</b>	<b>(890,149,971)</b>	<b>(205,328,064)</b>
<b>Cash flows from financing activities</b>					
Payments for principal elements of lease payments		(183,571)	(172,821)	(183,571)	(172,821)
Dividends paid	34	(80,304,930)	(55,932,700)	(80,304,377)	(55,932,441)
<b>Net cash used in financing activities</b>		<b>(80,488,501)</b>	<b>(56,105,521)</b>	<b>(80,487,948)</b>	<b>(56,105,262)</b>
<b>Net (decrease) increase in cash and cash equivalents</b>		<b>(458,653,028)</b>	<b>248,861,765</b>	<b>(444,634,945)</b>	<b>242,068,184</b>
Cash and cash equivalents at the beginning of the year		1,146,134,080	897,272,315	1,088,056,575	845,988,391
<b>Cash and cash equivalents at the end of the year</b>		<b>687,481,052</b>	<b>1,146,134,080</b>	<b>643,421,630</b>	<b>1,088,056,575</b>
<b>Non-cash transactions</b>					
Other payables from purchases of machine and equipment		36,811,974	23,465,769	41,795,810	32,953,222
Reclassification from other non-current assets to property, plant and equipment	17	1,872,202	9,487,700	1,872,202	9,487,700

The accompanying notes are an integral part of these consolidated and separate financial statements.



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

#### 1 General information

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

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

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

For reporting purpose, the Company and its subsidiaries are referred to as “the Group”. The details of the Company’s subsidiaries are disclosed in Note 15.

The principal business operations of the Group are summarised below:

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

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

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

These consolidated and separate financial statements were authorised for issue by the Board of Directors on 26 November 2024.

#### 2 Basis of preparation

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

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

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

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



### 3 New and amended financial reporting standards

#### 3.1 New and amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2024 which are relevant and have significant impacts to the Group

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

a) **Amendment to TAS 1 - Presentation of financial statements** revised the disclosure from 'significant accounting policies' to 'material accounting policies'. The amendment also provides guidelines on identifying when the accounting policy information is material. Consequently, immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information.

b) **Amendment to TAS 8 - Accounting policies, changes in accounting estimates and errors** revised to the definition of 'accounting estimates' to clarify how companies should distinguish between changes in accounting policies and changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events and conditions from the date of that change. Whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period as if the new accounting policy had always been applied.

c) **Amendment to TAS 12 - Income taxes**

c.1) Companies must recognise any deferred tax related to assets and liabilities arising from a single transaction that, on initial recognition, gives rise to equal amounts of taxable and deductible temporary differences. Example transactions are leases and decommissioning obligations.

The amendment should be applied to transactions on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that they can probably be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with:

- right-of-use assets and lease liabilities, and
- decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets.

The cumulative effect of recognising these adjustments is recognised at the beginning of retained earnings or any other component of equity, as appropriate.

c.2) Companies must apply all income taxes arising from the tax law enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD), an international organisation.

In December 2021, the OECD released the Pillar Two model rules to apply the Global Anti-Base Erosion Proposal, or 'GloBE') to reform international corporate taxation. Large multinational enterprises within the rules' scope must calculate the GloBE effective tax rates for each territory in which they operate and pay a top-up tax for the differences between these and the 15% minimum rate.

In December 2023, the amendments to TAS 12 - income taxes provide a temporary relief from the requirement to recognise and disclose deferred taxes arising from enacted or substantively enacted tax law that implements the Pillar Two model rules, including tax law that implements qualified domestic minimum top-up taxes described in those rules. The amendments also require affected companies to disclose:

- the fact that they have applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes
- their current tax expense (if any) related to the Pillar Two income taxes, and
- during the period between the Pillar two legislation being enacted or substantively enacted and the legislation becoming effective, known or reasonably estimable information that would help users of financial statements to understand an entity's exposure to Pillar Two income taxes arising from that legislation. If this information is not known or reasonably estimable, entities are instead required to disclose a statement to that effect and information about their progress in assessing the exposure.





#### 4 Accounting policies

##### 4.1 Principles of consolidation

###### a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

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

A list of the Company's subsidiaries is set out in Note 15.

###### b) Transactions with non-controlling interests

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

###### c) Intercompany transactions on consolidation

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in the associates and joint ventures. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

##### 4.2 Foreign currency translation

###### a) Functional and presentation currency

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

###### b) Transactions and balances

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

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

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

##### 4.3 Cash and cash equivalents

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

##### 4.4 Short-term investments

Short-term investments consist of bank deposits with maturities of 3 months to 12 months from the date of deposit.



#### 4.5 Trade accounts receivable

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 - 120 days and therefore are all classified as current.

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

The impairment of trade receivables is disclosed in Note 4.7 f).

#### 4.6 Inventories

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

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

#### 4.7 Financial assets

##### a) Classification

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

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

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

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

##### b) Recognition and derecognition

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

##### c) Measurement

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

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



d) **Debt instruments**

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

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

e) **Equity instruments**

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

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

Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

f) **Impairment**

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

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

**Cash and cash equivalents**

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

**Short-term investments**

While short-term investments are also subject to the impairment requirements of TFRS 9, the Group's management considered that the identified impairment loss on short-term investments was immaterial.



#### Trade receivables and contract assets

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

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a period of 60 months before 1 October 2023 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information, considering the most relevant factors.

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

#### Other financial assets carried at amortised cost and FVOCI

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

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

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

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

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

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

#### 4.8 Investment properties

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

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

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

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

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

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



#### 4.9 Property, plant and equipment

All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

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

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

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

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

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

#### 4.10 Computer software

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

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

#### 4.11 Impairment of assets

Assets that have an indefinite useful life are tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

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

#### 4.12 Leases

##### Leases - where the Group is the lessee

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

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

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



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

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

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

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

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

#### Leases - where the Group is the lessor

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

### 4.13 Current and deferred income taxes

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

#### Current tax

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

#### Deferred income tax

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

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

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

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

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



#### 4.14 Employee benefits

##### a) Short-term employee benefits

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

##### b) Defined contribution plan

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

##### c) Defined benefit plans

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

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

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

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

##### d) Termination benefits

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

#### 4.15 Provisions

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

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

#### 4.16 Share capital

Ordinary are classified as equity.

##### Treasury share

Where any companies within the Group repurchases its shares, the consideration paid, including any directly attributable incremental costs (net of taxes) is deducted from equity until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity.



#### 4.17 Revenue recognition

Revenue include all revenues from ordinary business activities. All ancillary income in connection with the delivery of goods and rendering of services in the course of the Group's ordinary activities is also presented as revenue.

Revenue are recorded net of value added tax. They are recognised in accordance with the provision of goods or services, provided that collectability of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfilment of the obligation to the customer.

##### Sale of goods

The Group manufactures and sells motorcycle tires, tubes, and industrial elastomer rubber parts. Sales are recognised when control of the products has transferred, being when the products are delivered, and there is no unfulfilled obligation that could affect the buyer's acceptance of the products. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the buyer, and either the buyer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

The products are often sold with retrospective volume discounts based on aggregate sales over a specified period. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. A refund liability (included in trade and other payables) is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period. No significant element of financing is deemed present as the sales are made with a credit term of 30 - 120 days, which is consistent with market practice.

The Group's obligation to repair or replace faulty products under the standard warranty terms is recognised as a provision and cost of sales.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

##### Services

The Group recognised service contracts with a continuous service provision as revenue on a straight line basis over the contract term, regardless of the payment pattern.

##### Contract assets and contract liabilities

A contract asset is recognised where the Group recorded revenue for fulfilment of a contractual performance obligation before the customer paid consideration or before the requirements for billing.

A contract liability is recognised when the customer paid consideration or a receivable from the customer that is due before the Group fulfilled a contractual performance obligation.

For each customer contract, contract liabilities is set off against contract assets.

##### Financing components

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

#### 4.18 Dividend distribution

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors' meeting, and when the annual dividends are approved by the shareholders' meeting.





#### 4.19 Derivatives and hedging activities

The Group is a counterparty in derivatives which are financial instruments, i.e. forward exchange contracts. Derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in other gains or losses.

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

#### 4.20 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker of the Group which includes Chairman, President and Executive Director.

Segment information is presented by business segment of the Group's operations in Note 8.

## 5 Financial risk management

### 5.1 Financial risk

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain exposures.

The Group's risk management is controlled by a central treasury department under policies approved by the board of directors. Group treasury identifies, evaluates and manages financial risks in close co-operation with the Group's operating units. The board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and other financial instruments as well as investment of excess liquidity.

#### 5.1.1 Market risk

##### a) Foreign exchange risk

The Group operates internationally and is exposed to foreign currency risks, primarily the US dollar and Japanese Yen from trading transactions, and purchase of raw materials and machineries that are denominated in foreign currencies. The risk is managed by entering into forward exchange contracts as appropriate. The Group entered into forward exchange contracts with financial institutions of approximately 81.24% of foreign currency transactions to manage the foreign exchange risk.

##### Exposure

The Group's exposures to foreign currency risk as at 30 September 2024 and 2023, expressed in Baht are as follows:

	Consolidated financial statements					
	30 September 2024			30 September 2023		
	US Dollar Baht	Japanese Yen Baht	Others Baht	US Dollar Baht	Japanese Yen Baht	Others Baht
Trade and other current receivables	79,937,893	20,354,974	1,820,238	78,515,336	28,410,708	1,570,172
Trade and other current payables	57,153,523	10,918,098	-	52,634,580	30,254,495	-
	Separate financial statements					
	30 September 2024			30 September 2023		
	US Dollar Baht	Japanese Yen Baht	Others Baht	US Dollar Baht	Japanese Yen Baht	Others Baht
Trade and other current receivables	79,937,893	20,354,974	1,820,238	78,515,336	28,410,708	1,570,172
Trade and other current payables	57,153,523	10,918,098	-	52,634,580	30,254,495	-



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#### Sensitivity

As shown in the table above, the Group is primarily exposed to changes in Baht to US Dollar and Baht to Japanese Yen exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar and Japanese Yen were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Baht to US Dollar exchange rate				
- Increase 10%*	2,278,437	2,588,076	2,278,437	2,588,076
- Decrease 10%*	(2,278,437)	(2,588,076)	(2,278,437)	(2,588,076)
Baht to Japanese Yen exchange rate				
- Increase 10%*	943,688	(184,379)	943,688	(184,379)
- Decrease 10%*	(943,688)	184,379	(943,688)	184,379

\* Holding all other variables constant

#### b) Cash flow and interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group is exposed to interest rate risk relates primarily to its deposits at financial institutions and investments in debt instruments. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. However, the Group will use interest rate swap to management the risk when necessary.



Significant financial assets and liabilities classified by type of interest rates and maturity date are summarised in the table as below:

	Consolidated financial statements										Total Baht	Interest rate (% p.a.)	
	Fixed interest rates					Floating interest rates							Non-interest bearing Baht
	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht							
<b>As at 30 September 2024</b>													
<b>Financial assets</b>													
Cash and cash equivalents	583,130,126	-	-	101,291,961	-	-	-	-	-	-	3,058,965	687,481,052	0.18 - 2.17
Short-term investments	1,375,000,000	-	-	-	-	-	-	-	-	-	-	1,375,000,000	1.90 - 2.65
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	44,831,340	12,905,741	-	-	-	-	-	-	-	-	-	57,737,081	1.37 - 3.37
	2,002,961,466	12,905,741	-	101,291,961	-	-	-	-	-	-	3,058,965	2,120,218,133	
<b>Financial liabilities</b>													
Lease liabilities	215,497	205,367	-	-	-	-	-	-	-	-	-	420,864	6.22
	215,497	205,367	-	-	-	-	-	-	-	-	-	420,864	
<b>As at 30 September 2023</b>													
<b>Financial assets</b>													
Cash and cash equivalents	588,130,037	-	-	547,783,517	-	-	-	-	-	-	10,220,526	1,146,134,080	0.18 - 2.04
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	566,156,155	25,480,149	-	-	-	-	-	-	-	-	-	591,636,304	1.37 - 5.35
	1,154,286,192	25,480,149	-	547,783,517	-	-	-	-	-	-	10,220,526	1,737,770,384	
<b>Financial liabilities</b>													
Lease liabilities	216,614	396,384	-	-	-	-	-	-	-	-	-	612,998	6.22
	216,614	396,384	-	-	-	-	-	-	-	-	-	612,998	



Separate financial statements										
	Fixed interest rates		Maturity date		Floating interest rates			Non-interest bearing Baht	Total Baht	Interest rate (% p.a.)
	1 - 5 years		Over 5 years		1 - 5 years					
	Within 1 year Baht	Over 1 year Baht	Within 1 year Baht	Over 5 years Baht	1 - 5 years Baht	Over 5 years Baht	Over 5 years Baht			
<b>As at 30 September 2024</b>										
<b>Financial assets</b>										
Cash and cash equivalents	560,100,000	-	82,881,151	-	-	-	440,479	643,421,630	0.18 - 2.17	
Short-term investments	1,375,000,000	-	-	-	-	-	-	1,375,000,000	2.00 - 2.65	
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	44,831,340	12,905,741	-	-	-	-	-	57,737,081	1.37 - 3.37	
	1,979,931,340	12,905,741	82,881,151	-	-	-	440,479	2,076,158,711		
<b>Financial liabilities</b>										
Lease liabilities	215,497	205,367	-	-	-	-	-	420,864	6.22	
	215,497	205,367	-	-	-	-	-	420,864		
<b>As at 30 September 2023</b>										
<b>Financial assets</b>										
Cash and cash equivalents	561,100,000	-	523,961,143	-	-	-	2,995,432	1,088,056,575	0.18 - 2.04	
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	566,156,155	25,480,149	-	-	-	-	-	591,636,304	1.37 - 5.35	
	1,127,256,155	25,480,149	523,961,143	-	-	-	2,995,432	1,679,692,879		
<b>Financial liabilities</b>										
Lease liabilities	216,614	396,384	-	-	-	-	-	612,998	6.22	
	216,614	396,384	-	-	-	-	-	612,998		



c) **Price risk**

The Group is exposed to market risks as an investor in financial instruments and risks from the financial position of the issuer of the investment instrument. However, the Group has diversified its investments to manage such risks. This is in accordance with the investment policy according to the resolution of the Board of Directors.

The Group's investments in financial instruments are investment units through a private fund managed by an asset management company, focusing on investment in domestic debt securities, both public and private. This entails investing in debentures and incorporating mutual fund investment units domestic debt. The ideal investment period is 2 - 3 years.

Investment policies and frameworks regarding types and proportions of investments through private funds are as follows:

Type of investment	Proportions
Debentures	A maximum of 70 percent of the fund's net asset value
Collective Investment Scheme (CIS)	Money Market Fund

5.1.2 **Credit risk**

Credit risk arises from cash and cash equivalents, short-term investment, contractual cash flows of debt instruments carried at fair value through other comprehensive income (FVOCI) and derivative assets as well as credit exposures to customers, including outstanding receivables.

a) **Risk management**

Credit risk is managed on a group basis. For banks and financial institutions, only independently rated parties with a minimum rating of 'A' are accepted.

The Group assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual credit limits are set based on the assessment in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

Sales to retail customers are required to be settled in cash to mitigate credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

b) **Impairment of financial assets**

Details of the impairment assessment of financial assets are disclosed in Note 4.7 f).

5.1.3 **Liquidity risk**

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities to meet obligations when due. As at 30 September 2024, the Group and the Company had cash and deposits at call with banks of Baht 687.48 million and Baht 643.42 million, respectively (2023: Baht 1,146.13 million and Baht 1,088.06 million) that are expected to generate cash inflows in a short period of time.

Management monitors the Group's cash flows projections by considering cash and cash equivalent. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against regulatory requirements.



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#### Maturity of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities	Consolidated financial statements					Total Baht	Book value Baht
	Current due Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht			
<b>As at 30 September 2024</b>							
Trade and other current payables	11,118,662	747,663,007	-	-	758,781,669	758,781,669	
Lease liabilities	-	220,000	220,000	-	440,000	420,863	
<b>Total non-derivatives</b>	<b>11,118,662</b>	<b>747,883,007</b>	<b>220,000</b>	<b>-</b>	<b>759,221,669</b>	<b>759,202,532</b>	
Derivative liabilities	-	3,644,552	-	-	3,644,552	3,644,552	
<b>Total derivatives</b>	<b>-</b>	<b>3,644,552</b>	<b>-</b>	<b>-</b>	<b>3,644,552</b>	<b>3,644,552</b>	
<b>Total</b>	<b>11,118,662</b>	<b>751,527,559</b>	<b>220,000</b>	<b>-</b>	<b>762,866,221</b>	<b>762,847,084</b>	
<b>As at 30 September 2023</b>							
Trade and other current payables	13,276,864	780,260,764	-	-	793,537,628	793,537,628	
Lease liabilities	-	220,000	440,000	-	660,000	612,998	
<b>Total non-derivatives</b>	<b>13,276,864</b>	<b>780,480,764</b>	<b>440,000</b>	<b>-</b>	<b>794,197,628</b>	<b>794,150,626</b>	
Derivative liabilities	-	2,019,377	-	-	2,019,377	2,019,377	
<b>Total derivatives</b>	<b>-</b>	<b>2,019,377</b>	<b>-</b>	<b>-</b>	<b>2,019,377</b>	<b>2,019,377</b>	
<b>Total</b>	<b>13,276,864</b>	<b>782,500,141</b>	<b>440,000</b>	<b>-</b>	<b>796,217,005</b>	<b>796,170,003</b>	
Contractual maturities of financial liabilities	Separate financial statements					Total Baht	Book value Baht
	Current due Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht			
<b>As at 30 September 2024</b>							
Trade and other current payables	10,884,743	742,051,765	-	-	752,936,508	752,936,508	
Lease liabilities	-	220,000	220,000	-	440,000	420,863	
<b>Total non-derivatives</b>	<b>10,884,743</b>	<b>742,271,765</b>	<b>220,000</b>	<b>-</b>	<b>753,376,508</b>	<b>753,357,371</b>	
Derivative liabilities	-	3,644,552	-	-	3,644,552	3,644,552	
<b>Total derivatives</b>	<b>-</b>	<b>3,644,552</b>	<b>-</b>	<b>-</b>	<b>3,644,552</b>	<b>3,644,552</b>	
<b>Total</b>	<b>10,884,743</b>	<b>745,916,317</b>	<b>220,000</b>	<b>-</b>	<b>757,021,060</b>	<b>757,001,923</b>	
<b>As at 30 September 2023</b>							
Trade and other current payables	13,268,300	782,593,077	-	-	795,861,377	795,861,377	
Lease liabilities	-	220,000	440,000	-	660,000	612,998	
<b>Total non-derivatives</b>	<b>13,268,300</b>	<b>782,813,077</b>	<b>440,000</b>	<b>-</b>	<b>796,521,377</b>	<b>796,474,375</b>	
Derivative liabilities	-	2,019,377	-	-	2,019,377	2,019,377	
<b>Total derivatives</b>	<b>-</b>	<b>2,019,377</b>	<b>-</b>	<b>-</b>	<b>2,019,377</b>	<b>2,019,377</b>	
<b>Total</b>	<b>13,268,300</b>	<b>784,832,454</b>	<b>440,000</b>	<b>-</b>	<b>798,540,754</b>	<b>798,493,752</b>	



## 5.2 Capital management

### 5.2.1 Risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amounts of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital based on the debt to equity ratio, which calculated by dividing net debt by equity. The Group's strategy was to maintain an appropriate level of debt to equity. As at 30 September 2024 and 2023, the Group's debt to equity ratios were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Net debt	1,107,180,506	1,103,174,193	1,068,183,470	1,074,407,797
Total equity	4,172,923,079	3,929,323,636	4,131,745,483	3,864,380,937
<b>Debt to equity ratio</b>	<b>0.27</b>	<b>0.28</b>	<b>0.26</b>	<b>0.28</b>

## 6 Fair value

The fair value of financial assets and financial liabilities measured at amortised cost approximates the carrying amount as follows:

Consolidated financial statements	Separate financial statements
<b>Financial assets</b> <ul style="list-style-type: none"><li>Cash and cash equivalents</li><li>Short-term investments</li><li>Trade and other current receivables, net</li></ul>	<b>Financial assets</b> <ul style="list-style-type: none"><li>Cash and cash equivalents</li><li>Short-term investments</li><li>Trade and other current receivables, net</li></ul>
<b>Financial liabilities</b> <ul style="list-style-type: none"><li>Trade and other current payables</li><li>Lease liabilities</li></ul>	<b>Financial liabilities</b> <ul style="list-style-type: none"><li>Trade and other current payables</li><li>Lease liabilities</li></ul>







The following table presents fair value of financial assets and liabilities recognised by their fair value hierarchy.

As at 30 September	Consolidated and separate financial statements							
	Level 1		Level 2		Level 3		Total	
	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht
<b>Assets</b>								
Derivative assets	-	-	2.78	0.44	-	-	2.78	0.44
Financial assets measured at fair value through other comprehensive income (FVOCI)								
- Debt instruments	-	-	57.74	591.64	-	-	57.74	591.64
- Equity instruments	-	-	-	-	110.44	82.74	110.44	82.74
<b>Total assets</b>	<b>-</b>	<b>-</b>	<b>60.52</b>	<b>592.08</b>	<b>110.44</b>	<b>82.74</b>	<b>170.96</b>	<b>674.82</b>
<b>Liabilities</b>								
Derivative liabilities	-	-	3.64	2.02	-	-	3.64	2.02
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>3.64</b>	<b>2.02</b>	<b>-</b>	<b>-</b>	<b>3.64</b>	<b>2.02</b>

The following tables present fair value of non-financial assets recognised or disclosed by their fair value hierarchy.

As at 30 September	Consolidated financial statements							
	Level 1		Level 2		Level 3		Total	
	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht
<b>Assets</b>								
Investment properties (Note 16)	-	-	-	-	34.88	33.97	34.88	33.97
<b>Total assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34.88</b>	<b>33.97</b>	<b>34.88</b>	<b>33.97</b>

As at 30 September	Separate financial statements							
	Level 1		Level 2		Level 3		Total	
	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht	2024 Million Baht	2023 Million Baht
<b>Assets</b>								
Investment properties (Note 16)	-	-	-	-	43.26	43.52	43.26	43.52
<b>Total assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43.26</b>	<b>43.52</b>	<b>43.26</b>	<b>43.52</b>

Fair values are categorised into hierarchy based on inputs used as follows:

- Level 1: The fair value of financial instruments is based on the current bid price / closing price by reference to the Stock Exchange of Thailand / the Thai Bond Dealing Centre.
- Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of financial instruments is not based on observable market data.

The fair value measurement of financial assets and financial liabilities is in accordance with the accounting policies disclosed in Note 4.7.

#### Valuation techniques used to measure fair value level 2

Fair value of foreign currency forward is determined using spot exchange rate reference by commercial banks.

The fair value in level 2 of investments in debt instruments, which are classified as financial assets measured at fair value through other comprehensive income (FVOCI) is based on the current bid price / closing price by reference to the Thai Bond Dealing Centre / the asset management company.



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#### Valuation techniques used to measure fair value level 3

Changes in fair value in level 3 of unlisted equity instruments which is financial assets measured at fair value through other comprehensive income (FVOCI) for the years ended 30 September 2024 and 2023 were as follows:

	<b>Consolidated and Separate financial statements</b>
	<b>Baht</b>
Opening balance as at 1 October 2023	82,741,175
Change in fair value	27,700,267
Closing balance as at 30 September 2024	<b>110,441,442</b>

The following table summarises the quantitative information about the significant unobservable inputs used in fair value measurements of the investment in equity instruments measured at fair value through other comprehensive income (FVOCI).

As at 30 September	Fair value		Unobservable inputs	Range of inputs	
	Consolidated and Separate financial statements			Consolidated and Separate financial statements	
	2024	2023		2024	2023
	Million Baht	Million Baht		%	%
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	110.44	82.74	Future revenue growth rate	3.2	1.0
			Risk-adjusted discount rate	13.8	15.7

As at 30 September 2024, relationships of unobservable inputs to fair values are shown as follows:

	Unobservable inputs	Movement	Change in fair value	
			Increase in assumptions	Decrease in assumptions
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	Future revenue growth rate	1.0%	Increase by 5.4%	Decrease 4.5%
	Risk-adjusted discount rate	1.0%	Decrease by 6.3%	Increase by 7.6%

#### Valuation processes

Chief Financial Officer (CFO), Audit Committee (AC) and valuation teams discuss valuation processes and results at least every quarter.

The Group applies net discounted cash flow as valuation technique to determine fair value of unlisted equity instruments. Significant unobservable input of fair value hierarchy level 3 are risk adjusted discount rate, which is estimated based on public companies' weighted average cost of capital that, are in opinion of the Group, in a comparable financial position with the counterparty in the contract and future revenue growth rate, which is estimated based on historical data or observable external data of companies in the same industry.



## 7 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

### a) Fair value of certain financial assets and derivatives

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Group uses judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. Details of key assumptions used are included in Note 6.

### b) Defined retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in Note 22.

### c) Determination of lease terms

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Extension options on billboard space leases have not been included in the lease liability, because the Group considers 1) the underlying asset condition and/or 2) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

### d) Determination of discount rate applied to lease liabilities

The Group determines the lessee's incremental borrowing rate as follows:

- Where possible, use recent third-party financing received by the individual lessee as a starting point, adjusting to reflect changes in its financing conditions.
- Make adjustments specific to the lease, e.g. term, country, currency and security.

### e) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

Details of the impairment assessment of financial assets are disclosed in Note 4.7 f).

### f) Inventories

Allowance is made, where necessary, for obsolete, slow-moving and defective inventories. The assessment for the allowances for obsolete and slow-moving inventories required a degree of estimation from judgement. Management has applied their assessment on their experience and historical data. Each category of inventory with no movement longer than the ordinary course of business was subject to 100% allowance. The level of the allowances was assessed by taking into account the historical and recent sales experience, the aging of inventories and other factors that affected obsolete and slow-moving inventories. Net realisable value is the estimate of the selling price in the ordinary course of business, less applicable costs of completion and variable selling expenses.

### g) Investment properties, plant and equipment and intangible assets

Management determines the estimated useful lives and residual values for the Group's investment properties, plant and equipment and intangible assets. Management will revise the depreciation and amortisation where useful lives and residual values are different to previously estimated, or it will write off or write down technically obsolete or assets that have been abandoned or sold.



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

#### 8 Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker of the Group which includes Chairman, President and Director.

The Group's operations principally involve the manufacture and distribution of motorcycle tires and tubes and elastomer products mainly for automobile industry with manufacturing facilities in Thailand and operations in both domestic and overseas markets. The Group also involves in the construction of rubber fields and floors, with operations primarily conducted with the government sector.

The factor used to identify the Group's reportable segments includes geographical areas. There are two reportable segments i.e. (1) Local and (2) Export.

Financial information of the Group for the years ended 30 September 2024 and 2023 classified by market were presented as follows:

	Consolidated financial statements					
	Local		Export		Total	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Revenue from sales and services	3,637,599,167	4,359,101,404	943,011,711	1,058,104,428	4,580,610,878	5,417,205,832
Cost of sales and services	(3,262,189,211)	(4,016,125,621)	(768,619,760)	(910,513,406)	(4,030,808,971)	(4,926,639,027)
Gross profit	375,409,956	342,975,783	174,391,951	147,591,022	549,801,907	490,566,805
Other income					69,104,891	59,752,790
Dividend income					145,780,161	-
Selling expenses and distribution costs					(107,542,045)	(100,051,940)
Administrative expenses					(278,241,189)	(258,259,827)
Other expenses					(16,553,858)	(21,873,446)
Finance costs					(27,866)	(39,116)
<b>Profit before income tax</b>					362,322,001	170,095,266
Income tax expense					(50,818,762)	(10,328,987)
<b>Net profit for the year</b>					<b>311,503,239</b>	<b>159,766,279</b>
<b>Timing of revenue recognition</b>						
At a point in time	3,529,440,419	4,274,066,604	942,771,760	1,057,915,008	4,472,212,179	5,331,981,612
Overtime	108,158,748	85,034,800	239,951	189,420	108,398,699	85,224,220
<b>Total revenues</b>	<b>3,637,599,167</b>	<b>4,359,101,404</b>	<b>943,011,711</b>	<b>1,058,104,428</b>	<b>4,580,610,878</b>	<b>5,417,205,832</b>



**9 Cash and cash equivalents**

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Cash on hand	104,142	91,458	79,932	62,030
Deposits with banks				
- Saving deposits	101,291,961	547,783,517	82,881,151	523,961,143
- Current deposits	2,954,823	10,129,068	360,547	2,933,402
- Fixed deposits	583,130,126	588,130,037	560,100,000	561,100,000
Cash and cash equivalents	687,481,052	1,146,134,080	643,421,630	1,088,056,575

The interest rates (% p.a.) on bank deposits are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 % p.a.	2023 % p.a.	2024 % per p.a.	2023 % per p.a.
Saving deposits	0.18 - 0.60	0.18 - 0.60	0.18 - 0.60	0.18 - 0.60
Fixed deposits	0.95 - 2.17	0.70 - 2.04	1.00 - 2.17	0.80 - 2.04

Fixed deposits comprise 3-months fixed deposits with banks (2023: 3-month fixed deposits).

**10 Short-term investments**

	Consolidated and separate financial statements	
	2024 Baht	2023 Baht
Short-term investments	1,375,000,000	-

As at 30 September 2024, short-term investments represent fixed deposit received and deposits issued by Thai financial institutions which are denominated in Thai Baht due within 6 - 12 months and bear interest at the rate 1.90% - 2.65% per annum.

**11 Trade and other current receivables, net**

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Trade receivables - related companies (Note 32)	340,183,646	394,832,941	344,417,060	400,210,981
Trade receivables - other companies	350,925,939	453,651,476	348,490,334	451,472,715
<u>Less</u> Allowance for expected credit loss	-	-	-	-
Trade receivables, net	691,109,585	848,484,417	692,907,394	851,683,696
Prepayments	37,750,930	11,009,758	36,978,535	10,260,139
Accrued income	9,733,690	794,470	9,675,685	737,678
Advanced payments	12,200	10,000	-	-
Amounts due from related parties (Note 32)	3,303,296	2,920,792	4,795,702	4,702,517
Other receivables	14,142	63,133	14,142	63,133
Trade and other current receivables, net	741,923,843	863,282,570	744,371,458	867,447,163



## Inoue Rubber (Thailand) Public Company Limited

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For the year ended 30 September 2024

Outstanding trade receivables as at 30 September 2024 and 2023 can be analysed by aging as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Related companies</b>				
Current	340,109,755	394,822,415	344,343,169	400,200,455
Overdue up to 3 months	73,891	6,755	73,891	6,755
Overdue 3 - 6 months	-	3,771	-	3,771
Overdue 6 - 12 months	-	-	-	-
Overdue more than 12 months	-	-	-	-
	<b>340,183,646</b>	<b>394,832,941</b>	<b>344,417,060</b>	<b>400,210,981</b>
<b>Other companies</b>				
Current	348,521,733	451,459,139	346,104,155	449,280,378
Overdue up to 3 months	2,292,900	2,192,337	2,274,873	2,192,337
Overdue 3 - 6 months	111,306	-	111,306	-
Overdue 6 - 12 months	-	-	-	-
Overdue more than 12 months	-	-	-	-
	<b>350,925,939</b>	<b>453,651,476</b>	<b>348,490,334</b>	<b>451,472,715</b>
<u>Less</u> Allowance for expected credit loss	-	-	-	-
	<b>350,925,939</b>	<b>453,651,476</b>	<b>348,490,334</b>	<b>451,472,715</b>
Total trade receivables, net	<b>691,109,585</b>	<b>848,484,417</b>	<b>692,907,394</b>	<b>851,683,696</b>

During 2024 and 2023, no receivables were written-off as uncollectible.

## 12 Current contract assets

The Group has recognised the following assets related to contracts with customers:

	Consolidated and separate financial statements	
	2024 Baht	2023 Baht
Current contract assets	28,169,570	-
Contract assets	28,169,570	-

Contract assets are unbilled revenue from customers. After 30 September 2024 until the date of the report, the contract assets are invoiced for the amount of Baht 1.76 million in the consolidated and separate financial statements. The Company is in the process of invoicing to customers for the amount of Baht 26.41 million in the consolidated and separate financial statements for the completed works. The majority can be invoiced within 7 February 2025.



13 Financial assets and financial liabilities

The classification of the Group's financial assets and financial liabilities as at 30 September 2024 is as follows:

	Consolidated financial statements			
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Total Baht
<b>Financial assets</b>				
Cash and cash equivalents	-	-	687,481,052	687,481,052
Short-term investments	-	-	1,375,000,000	1,375,000,000
Trade and other current receivables, net*	-	-	704,160,713	704,160,713
Derivative assets	2,777,812	-	-	2,777,812
Financial assets measured at fair value through other comprehensive income (FVOCI)				
- Debt instruments	-	57,737,081	-	57,737,081
- Equity instruments	-	110,441,442	-	110,441,442
	2,777,812	168,178,523	2,766,641,765	2,937,598,100

\* Exclude non-financial assets

	Consolidated financial statements		
	Fair value through profit or loss (FVPL) Baht	Amortised cost Baht	Total Baht
<b>Financial liabilities</b>			
Trade and other current payables*	-	758,781,669	758,781,669
Derivative liabilities	3,644,552	-	3,644,552
Lease liabilities	-	420,864	420,864
	3,644,552	759,202,533	762,847,085

\* Exclude non-financial liabilities



Inoue Rubber (Thailand) Public Company Limited

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For the year ended 30 September 2024

	Separate financial statements			
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Total Baht
<b>Financial assets</b>				
Cash and cash equivalents	-	-	643,421,630	643,421,630
Short-term investments	-	-	1,375,000,000	1,375,000,000
Trade and other current receivables, net*	-	-	707,392,923	707,392,923
Derivative assets	2,777,812	-	-	2,777,812
Financial assets measured at fair value through other comprehensive income (FVOCI)				
- Debt instruments	-	57,737,081	-	57,737,081
- Equity instruments	-	110,441,442	-	110,441,442
	2,777,812	168,178,523	2,725,814,553	2,896,770,888

\* Exclude non-financial assets

	Separate financial statements		
	Fair value through profit or loss (FVPL) Baht	Amortised cost Baht	Total Baht
<b>Financial liabilities</b>			
Trade and other current payables*	-	752,936,508	752,936,508
Derivative liabilities	3,644,552	-	3,644,552
Lease liabilities	-	420,864	420,864
	3,644,552	753,357,372	757,001,924

\* Exclude non-financial liabilities

### 13.1 Financial assets at amortised cost

#### a) Classification of financial assets at amortised cost

The Group classifies its financial assets as at amortised cost only if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cash flows; and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.





## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

Financial assets at amortised cost include cash and cash equivalents and trade and other current receivables. As at 30 September 2024 and 2023, the Group's financial assets at amortised cost were presented in current and non-current as follows:

	Consolidated financial statements					
	30 September 2024			30 September 2023		
	Current Baht	Non-current Baht	Total Baht	Current Baht	Non-current Baht	Total Baht
Cash and cash equivalents	687,481,052	-	687,481,052	1,146,134,080	-	1,146,134,080
Short-term investments	1,375,000,000	-	1,375,000,000	-	-	-
Trade and other current receivables, net	704,160,713	-	704,160,713	852,262,812	-	852,262,812
<b>Total</b>	<b>2,766,641,765</b>	<b>-</b>	<b>2,766,641,765</b>	<b>1,998,396,892</b>	<b>-</b>	<b>1,998,396,892</b>
	Separate financial statements					
	30 September 2024			30 September 2023		
	Current Baht	Non-current Baht	Total Baht	Current Baht	Non-current Baht	Total Baht
Cash and cash equivalents	643,421,630	-	643,421,630	1,088,056,575	-	1,088,056,575
Short-term investments	1,375,000,000	-	1,375,000,000	-	-	-
Trade and other current receivables, net	707,392,923	-	707,392,923	857,187,024	-	857,187,024
<b>Total</b>	<b>2,725,814,553</b>	<b>-</b>	<b>2,725,814,553</b>	<b>1,945,243,599</b>	<b>-</b>	<b>1,945,243,599</b>

#### b) Fair value of financial assets at amortised cost

Due to the nature of cash and cash equivalents, short-term investment, and trade and other current receivables is current assets, their carrying amount is considered to be the same as their fair value.

#### c) Allowance for expected losses

Details of the impairment assessment of financial assets are disclosed in Note 4.7 f).

### 13.2 Financial assets measured at fair value to other comprehensive income (FVOCI)

#### a) Classification of financial assets measured at fair value to other comprehensive income (FVOCI)

Financial assets measured at fair value through other comprehensive income (FVOCI) comprise:

- Investments in debt instruments with contractual cash flows that qualify for principal and interest. and has a business model for the purpose of holding such investments in order to receive contractual cash flows and to sell.
- Investment in equity instruments, which are not held for trading and the Group has irrevocably elected at initial recognition to recognise and the Group measure at fair value through other comprehensive income at the date of initial recognition.



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

As at 30 September 2024 and 2023, the Group has financial assets measured at fair value through other comprehensive income (FVOCI) as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Current assets</b>				
Investments in debt instruments (Debentures and government bonds)	44,831,340	566,156,155	44,831,340	566,156,155
	44,831,340	566,156,155	44,831,340	566,156,155
<b>Non-current</b>				
Investments in debt instruments (Debentures)	12,905,741	25,480,149	12,905,741	25,480,149
Investment in unlisted equity instruments	110,441,442	82,741,175	110,441,442	82,741,175
	123,347,183	108,221,324	123,347,183	108,221,324
<b>Total</b>	168,178,523	674,377,479	168,178,523	674,377,479

#### Investments in debt instruments

The Group's investments in debt instruments. This entails of investing in debentures and incorporating mutual fund investment units domestic debt

The movements of investments in debt instruments for the years ended 30 September 2024 and 2023 are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Opening balance	591,636,304	585,604,427	591,636,304	585,604,427
Additions	589,950,779	1,018,193,130	589,950,779	1,018,193,130
Disposals	(1,133,837,826)	(1,022,104,771)	(1,133,837,826)	(1,022,104,771)
Interest income	8,697,526	7,558,557	8,697,526	7,558,557
Change in fair value	1,290,298	2,384,961	1,290,298	2,384,961
Closing balance as at 30 September	57,737,081	591,636,304	57,737,081	591,636,304

The Group reclassifies any related balance within the fair value through other comprehensive income (FVOCI) reserve to profit or loss when disposing these debt investments.

During the period, the group disposed the partial debt investments and realised a loss on disposal (transferred FVOCI reserve to other expenses of Baht 190,849).

The fair value of debt instruments is based on close market price published by the Thai Bond Market Association as at period-end. The fair value is within level 2 of the fair value hierarchy (Note 6).



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### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

#### Investment in equity instruments

As at 30 September 2024 and 2023, the Group had an investment in unlisted equity instruments as follows:

Company	Nature of business	Country of incorporation	Registered capital	% Ownership interest	Consolidated and Separated financial statements	
					2024 Fair value Baht	2024 At cost Baht
Inoue Rubber Vietnam Company Limited	Manufacture of tires and tubes of motorcycles and industrial elastomer rubber parts	Vietnam	US Dollars 12.5 million	8.0	110,441,442	30,781,799

#### b) Amounts recognised in profit or loss and other comprehensive income

The following gain/(loss) related to financial assets measured at fair value through other comprehensive income (FVOCI) were recognised in profit or loss and other comprehensive income during the year as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Recognised in profit or loss</b>				
Profit (loss) on disposals of debt instruments	190,849	(56,561)	190,849	(56,561)
Dividends received from equity investment (Note 26)	145,780,161	-	145,780,161	-
	<b>145,971,010</b>	<b>(56,561)</b>	<b>145,971,010</b>	<b>(56,561)</b>
<b>Recognised in other comprehensive income</b>				
Fair value gain on debt instruments measured at FVOCI	1,290,298	2,384,961	1,290,298	2,384,961
Fair value gain (loss) on equity instruments measured at FVOCI	27,700,267	(10,560,432)	27,700,267	(10,560,432)
	<b>28,990,565</b>	<b>(8,175,471)</b>	<b>28,990,565</b>	<b>(8,175,471)</b>

#### 13.3 Offsetting financial assets and liabilities

The following table presents the recognised financial assets that are offset and presented at net amount in the statement of financial position:

	Consolidated and Separate financial statements		
	Effects of offsetting on the statement of financial position		
	Gross amount Baht	Gross amount set off in the statement of financial position Baht	Net amount presented in the statement of financial position Baht
<b>As at 30 September 2024</b>			
Trade and other current receivables	462,080,106	(47,893,826)	414,186,280
Total	462,080,106	(47,893,826)	414,186,280

#### Offsetting arrangements - Trade receivables and payables

The Group gives volume-based rebates to selected customers. Under the terms of the supply agreements, the amounts payable by the Group are offset against receivables from the customers and only the net amounts are settled. The relevant amounts have therefore been presented net in the statement of financial position.



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### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

#### 14 Inventories, net

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Raw materials	274,619,119	285,880,678	274,355,696	285,567,820
Work in process	151,824,214	140,113,214	150,947,562	138,428,974
Finished goods	142,155,998	138,878,744	142,155,998	138,878,744
Supplies and spare parts	37,720,618	42,603,557	36,631,075	41,389,627
Inventories in transit	31,807,146	39,094,255	31,807,146	39,094,255
	638,127,095	646,570,448	635,897,477	643,359,420
<u>Less</u> Allowance for slow-moving inventories - raw materials	(3,356,242)	(1,367,357)	(3,356,242)	(1,367,357)
Allowance for slow-moving inventories - finished goods	(2,201,474)	(3,498,167)	(2,201,474)	(3,498,167)
Inventories, net	632,569,379	641,704,924	630,339,761	638,493,896

As at 30 September 2024, inventories with a value of Baht 5,887,904 (2023: Baht 11,363,887) were carried at net realisable value, this being lower than cost.

During 2024, the Group reversed a previously recognised allowance for inventories obsolescence of Baht 3,085,422. The Group has destroyed and written-down those inventories.

The Group recognised loss on allowance for diminution in value of inventories and obsolete inventories of Baht 3,777,614 (2023: Baht 3,834,264) to the consolidated and separate statements of comprehensive income, equally.

#### 15 Investments in subsidiaries

As at 30 September 2024 and 2023, the Company had investments in subsidiaries as follows:

Company	Nature of business	Country of incorporation	Separate financial statements		
			Registered capital Baht	% Ownership interest	Investments at cost Baht
IRC (Asia) Research Limited	Research and development of products	Thailand	10,050,000	99.99	10,049,930
Kin No Hoshi Engineering Company Limited	Manufacture, repair, and modification of metal molds	Thailand	10,000,000	99.99	9,999,300
Investments in subsidiaries					20,049,230



16 Investment properties, net

	Consolidated financial statements		
	Land Baht	Building and building improvements Baht	Total Baht
<b>As at 1 October 2022</b>			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821
<b>For the year ended 30 September 2023</b>			
Opening net book amount	9,020,819	2	9,020,821
Depreciation	-	-	-
Closing net book amount	9,020,819	2	9,020,821
<b>As at 30 September 2023</b>			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821
<b>For the year ended 30 September 2024</b>			
Opening net book amount	9,020,819	2	9,020,821
Depreciation	-	-	-
Closing net book amount	9,020,819	2	9,020,821
<b>As at 30 September 2024</b>			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821



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	Separate financial statements		
	Land Baht	Building and Improvements Baht	Total Baht
<b>As at 1 October 2022</b>			
Cost	9,564,949	15,931,220	25,496,169
Less Accumulated depreciation	-	(15,849,481)	(15,849,481)
Net book amount	9,564,949	81,739	9,646,688
<b>For the year ended 30 September 2023</b>			
Opening net book amount	9,564,949	81,739	9,646,688
Depreciation	-	(28,522)	(28,522)
Closing net book amount	9,564,949	53,217	9,618,166
<b>As at 30 September 2023</b>			
Cost	9,564,949	15,931,220	25,496,169
Less Accumulated depreciation	-	(15,878,003)	(15,878,003)
Net book amount	9,564,949	53,217	9,618,166
<b>For the year ended 30 September 2024</b>			
Opening net book amount	9,564,949	53,217	9,618,166
Depreciation	-	(27,754)	(27,754)
Closing net book amount	9,564,949	25,463	9,590,412
<b>As at 30 September 2024</b>			
Cost	9,564,949	15,931,220	25,496,169
Less Accumulated depreciation	-	(15,905,757)	(15,905,757)
Net book amount	9,564,949	25,463	9,590,412

As at 30 September 2024 and 2023, the fair values of investment properties were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Land	13,875,000	13,875,000	17,830,500	17,830,500
Building and building improvements	21,000,000	20,095,000	25,431,228	25,694,261
	34,875,000	33,970,000	43,261,728	43,524,761

The fair values of investment properties are within level 3 of the fair value hierarchy which used significant unobservable inputs in the valuation technique (Note 6). The fair values of investment properties were appraised by professional independent valuers, who qualified as expert and hold a recognised relevant professional qualification and have recent experience in the locations and categories of such investment properties.

Amounts relating to investment properties recognised in profit or loss were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Rental income				
- Subsidiaries (Note 32)	-	-	3,302,460	3,302,460
- Related parties (Note 32)	1,332,000	1,332,000	1,332,000	1,332,000
- Other party	456,000	450,500	456,000	450,500
Direct operating expense arising from investment property that generated rental income for the year	-	-	27,754	28,522



17 Property, plant and equipment, net

	Consolidated financial statements							Total Baht
	Land and land improvements Baht	Building and building improvements Baht	Machinery Baht	Tools and factory equipment Baht	Furniture, fixtures, and office equipment Baht	Motor vehicles Baht	Asset under construction and installation Baht	
<b>As at 1 October 2022</b>								
Cost	214,689,777	1,006,292,588	3,280,567,691	2,113,947,060	160,799,227	61,657,145	90,538,349	6,928,491,837
Less: Accumulated depreciation	(82,427,264)	(798,024,682)	(2,317,529,357)	(1,900,436,363)	(145,916,258)	(49,739,193)	-	(5,294,073,117)
Net book amount	132,262,513	208,267,906	963,038,334	213,510,697	14,882,969	11,917,952	90,538,349	1,634,418,720
<b>For the year ended 30 September 2023</b>								
Opening net book amount	132,262,513	208,267,906	963,038,334	213,510,697	14,882,969	11,917,952	90,538,349	1,634,418,720
Additions	457,060	7,972,944	20,878,969	37,991,638	6,662,336	1,760,826	138,735,279	214,459,052
Reclassification from computer software	-	-	-	(3,838,255)	7,443,000	-	-	3,604,745
Reclassification from other non-current assets	-	-	-	9,487,700	-	-	-	9,487,700
Disposals, net	(10,332)	(42,824)	(1,874,042)	(1,950,090)	(23,636)	(2)	-	(3,900,926)
Write-offs, net	-	(206)	(155,300)	(305,659)	(2,115)	(5)	(27,000)	(490,285)
Transfers in (out)	178,650	15,829,700	50,066,032	21,201,554	787,519	-	(88,063,455)	-
Depreciation	(4,798,517)	(37,578,503)	(186,414,110)	(90,218,987)	(10,462,229)	(5,077,985)	-	(334,550,331)
Closing net book amount	128,089,374	194,449,017	845,539,883	185,878,598	19,287,844	8,600,786	141,183,173	1,523,028,675
<b>As at 30 September 2023</b>								
Cost	215,293,377	1,028,460,411	3,317,964,749	2,145,770,234	169,254,458	63,013,869	141,183,173	7,080,940,271
Less: Accumulated depreciation	(87,204,003)	(834,011,394)	(2,472,424,866)	(1,959,891,636)	(149,966,614)	(54,413,083)	-	(5,557,911,596)
Net book amount	128,089,374	194,449,017	845,539,883	185,878,598	19,287,844	8,600,786	141,183,173	1,523,028,675



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

Consolidated financial statements							Total
	Land and land improvements	Building and building improvements	Machinery	Tools and factory equipment	Furniture, fixtures, and Office Equipment	Motor vehicles and installation	Baht
	Baht	Baht	Baht	Baht	Baht	Baht	Baht
<b>For the year ended 30 September 2024</b>							
Opening net book amount	128,089,374	194,449,017	845,539,883	185,878,598	19,287,844	8,600,786	1,523,028,675
Additions	698,224	3,701,488	9,956,053	26,820,979	8,573,685	2,605,279	254,921,173
Reclassification from other non-current assets	(40,545)	(978,890)	(7,033,123)	(2,376,489)	(102,247)	(3)	1,872,202
Disposals, net	-	(2,484)	(21,964)	(386,469)	(2)	-	(10,531,297)
Write-offs, net	2,360,117	8,805,296	139,443,630	23,653,637	122,220	(2)	(410,919)
Transfers in (out)	(4,197,556)	(35,121,996)	(178,403,989)	(78,059,186)	(8,331,447)	(3,471,400)	-
Depreciation							(307,585,574)
Closing net book amount	126,909,614	170,852,431	809,480,490	157,403,272	19,550,053	7,734,660	1,461,294,260
<b>As at 30 September 2024</b>							
Cost	218,178,678	1,036,932,145	3,367,663,209	2,125,454,395	173,645,019	62,023,306	7,153,260,492
Less: Accumulated depreciation	(91,269,064)	(866,079,714)	(2,558,182,719)	(1,968,051,123)	(154,094,966)	(54,288,646)	(5,691,966,232)
Net book amount	126,909,614	170,852,431	809,480,490	157,403,272	19,550,053	7,734,660	1,461,294,260

Depreciation of Baht 296,072,050 (2023: Baht 312,524,721) were included in the costs of sales and services, Baht 11,513,524 (2023: Baht 22,025,610) in administrative expenses in the consolidated statements of comprehensive income.





	Separate financial statements							Total Baht
	Land and land improvements Baht	Building and building improvements Baht	Machinery Baht	Tools and factory equipment Baht	Furniture, fixtures, and office equipment Baht	Motor vehicles Baht	Asset under construction and installation Baht	
<b>As at 1 October 2022</b>								
Cost	214,145,647	982,734,548	3,064,406,739	2,069,903,051	135,947,112	58,275,149	90,390,349	6,615,802,595
Less: Accumulated depreciation	(82,427,264)	(775,065,715)	(2,145,727,703)	(1,862,218,317)	(122,907,249)	(47,057,936)	-	(5,035,404,184)
Net book amount	131,718,383	207,668,833	918,679,036	207,684,734	13,039,863	11,217,213	90,390,349	1,580,398,411
<b>For the year ended 30 September 2023</b>								
Opening net book amount	131,718,383	207,668,833	918,679,036	207,684,734	13,039,863	11,217,213	90,390,349	1,580,398,411
Additions	457,060	7,972,944	18,512,731	36,780,915	5,794,936	1,591,200	138,708,279	209,818,065
Reclassification from computer software	-	-	-	(3,838,255)	7,443,000	-	-	3,604,745
Reclassification from other non-current assets	-	-	-	9,487,700	-	-	-	9,487,700
Disposals, net	(10,332)	(42,824)	(1,874,042)	(1,950,088)	(14,127)	(2)	-	(3,891,415)
Writes-offs, net	-	(206)	(155,292)	(271,601)	(2,092)	(3)	-	(429,194)
Transfers in (out)	178,650	15,829,700	49,918,032	21,201,554	787,519	-	-	-
Depreciation	(4,798,517)	(37,218,355)	(177,740,554)	(88,195,984)	(9,405,935)	(4,716,755)	(87,915,455)	(322,076,100)
Closing net book amount	127,545,244	194,210,092	807,339,911	180,898,975	17,643,164	8,091,653	141,183,173	1,476,912,212
<b>As at 30 September 2023</b>								
Cost	214,749,247	1,004,902,371	3,103,766,485	2,101,094,084	144,389,592	59,472,467	141,183,173	6,769,557,419
Less: Accumulated depreciation	(87,204,003)	(810,692,279)	(2,296,426,574)	(1,920,195,109)	(126,746,428)	(51,380,814)	-	(5,292,645,207)
Net book amount	127,545,244	194,210,092	807,339,911	180,898,975	17,643,164	8,091,653	141,183,173	1,476,912,212



	Separate financial statements							Total Baht
	Land and land improvements Baht	Building and building improvements Baht	Machinery Baht	Tools and factory equipment Baht	Furniture, fixtures, and office equipment Baht	Motor vehicles Baht	Asset under construction and installation Baht	
<b>For the year ended 30 September 2024</b>								
Opening net book amount	127,545,244	194,210,092	807,339,911	180,898,975	17,643,164	8,091,653	141,183,173	1,476,912,212
Additions	698,224	3,662,488	8,692,566	25,608,028	7,813,071	2,504,500	196,342,365	245,321,242
Reclassification from other non-current assets	-	-	-	1,872,202	-	-	-	1,872,202
Disposals, net	(40,545)	(978,890)	(7,033,123)	(2,376,488)	(102,231)	(3)	-	(10,531,280)
Writes-offs, net	-	(2,484)	(21,963)	(386,390)	-	-	-	(410,837)
Transfers in (out)	2,360,117	8,442,196	133,583,628	23,653,638	122,221	(2)	(168,161,798)	-
Depreciation	(4,197,556)	(34,893,177)	(169,871,665)	(76,041,756)	(7,336,501)	(3,284,940)	-	(295,625,595)
Closing net book amount	126,365,484	170,440,225	772,689,354	153,228,209	18,139,724	7,311,208	169,363,740	1,417,537,944
<b>As at 30 September 2024</b>								
Cost	217,634,548	1,012,972,005	3,148,066,458	2,080,251,917	148,363,177	58,381,125	169,363,740	6,835,032,970
Less: Accumulated depreciation	(91,269,064)	(842,531,780)	(2,375,377,104)	(1,927,023,708)	(130,223,453)	(51,069,917)	-	(5,417,495,026)
Net book amount	126,365,484	170,440,225	772,689,354	153,228,209	18,139,724	7,311,208	169,363,740	1,417,537,944

Depreciation of Baht 285,004,155 (2023: Baht 307,773,594) were included in the costs of sales and services, Baht 10,621,440 (2023: Baht 14,302,506) in administrative expenses in the separate statements of comprehensive income.

**18 Right-of-use assets, net**

As at 30 September 2024 and 2023, right-of-use assets balances were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Billboard space	404,462	584,278	404,462	584,278
Total	404,462	584,278	404,462	584,278

For the years ended 30 September 2024 and 2023, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Amortisation of right-of-use assets	179,816	179,816	179,816	179,816
Cash paid for lease payments	220,000	220,000	220,000	220,000
Expenses related to leases that not included in the measurement of lease liabilities and right-of-use assets:				
- Expense relating to short-term leases	1,789,923	1,846,297	1,789,923	1,846,297
- Expense relating to leases of low-value assets	987,011	1,052,317	987,011	1,052,317
Total cash outflow for leases	2,776,934	2,898,614	2,776,934	2,898,614



19 Computer software, net

	Consolidated financial statements Baht	Separate financial statements Baht
<b>As at 1 October 2022</b>		
Cost	133,664,939	98,440,718
<u>Less</u> Accumulated amortisation	<u>(84,578,278)</u>	<u>(55,847,686)</u>
Net book amount	49,086,661	42,593,032
<b>For the year ended 30 September 2023</b>		
Opening net book amount	49,086,661	42,593,032
Additions	2,240,191	1,533,901
Reclassification to property, plant and equipment	(3,604,745)	(3,604,745)
Amortisation	<u>(8,123,757)</u>	<u>(6,933,010)</u>
Closing net book amount	39,598,350	33,589,178
<b>As at 30 September 2023</b>		
Cost	132,300,385	96,369,874
<u>Less</u> Accumulated amortisation	<u>(92,702,035)</u>	<u>(62,780,696)</u>
Net book amount	39,598,350	33,589,178
<b>For the year ended 30 September 2024</b>		
Opening net book amount	39,598,350	33,589,178
Additions	5,099,137	1,863,337
Amortisation	<u>(8,557,673)</u>	<u>(7,208,955)</u>
Closing net book amount	36,139,814	28,243,560
<b>As at 30 September 2024</b>		
Cost	137,399,523	98,233,211
<u>Less</u> Accumulated amortisation	<u>(101,259,709)</u>	<u>(69,989,651)</u>
Net book amount	36,139,814	28,243,560

Amortisation of Baht 1,187,097 (2023: Baht 981,062) were included in the costs of sales and services and Baht 7,370,576 (2023: Baht 7,142,695) in administrative expenses in the consolidated statement of comprehensive income.

Amortisation of Baht 7,208,955 (2023: Baht 6,933,010) were included in the administrative expenses in the separate statement of comprehensive income.



20 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities was as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>The Company and subsidiary with net deferred tax asset position</b>				
Deferred tax assets	74,281,268	68,648,843	69,259,756	65,751,878
Deferred tax liabilities	(16,568,383)	(9,117,152)	(16,568,383)	(10,596,040)
<b>Deferred income taxes, net (assets)</b>	<b>57,712,885</b>	<b>59,531,691</b>	<b>52,691,373</b>	<b>55,155,838</b>
<b>Subsidiary with net deferred tax liability position</b>				
Deferred tax assets	-	1,164,142	-	-
Deferred tax liabilities	-	(1,478,888)	-	-
<b>Deferred income taxes, net (liabilities)</b>	<b>-</b>	<b>(314,746)</b>	<b>-</b>	<b>-</b>

Deferred tax assets and liabilities in the statements of financial position are presented at net position of deferred tax assets or liabilities incurred by each entity of the Group. Deferred tax assets and liabilities are offset where the income taxes relate to the same tax authority, being the Revenue Department.

The movements of deferred income taxes during the years were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Net deferred taxes (assets):</b>				
Opening balance	59,531,691	51,977,137	55,155,838	47,851,116
Recognised to profit or loss	1,304,950	5,919,460	1,035,354	5,669,628
Recognised to other comprehensive income	(3,123,756)	1,635,094	(3,499,819)	1,635,094
Closing balance	57,712,885	59,531,691	52,691,373	55,155,838
<b>Net deferred taxes (liabilities)</b>				
Opening balance	(314,746)	(702,625)	-	-
Recognised to profit or loss	291,273	387,879	-	-
Recognised to other comprehensive income	23,473	-	-	-
Closing balance	-	(314,746)	-	-



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For the year ended 30 September 2024

The deferred taxation relates to the temporary differences between the book values and the tax bases of significant assets and liabilities of the Group, which were summarised below:

<b>Consolidated financial statements</b>				
<b>As at 1 October 2023 Baht</b>	<b>Recognised to profit or loss Baht</b>	<b>Recognised to other comprehensive income Baht</b>	<b>As at 30 September 2024 Baht</b>	
<b>Deferred tax assets</b>				
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	300,281	-	(258,060)	42,221
Plant and equipment	5,888,614	1,798,480	-	7,687,094
Derivative liabilities	403,875	325,035	-	728,910
Lease liabilities	122,600	(38,427)	-	84,173
Provisions and accruals	63,097,615	(56,575)	2,697,830	65,738,870
	<b>69,812,985</b>	<b>2,028,513</b>	<b>2,439,770</b>	<b>74,281,268</b>
<b>Deferred tax liabilities</b>				
Derivative assets	(87,310)	(468,253)	-	(555,563)
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(10,391,875)	-	(5,540,053)	(15,931,928)
Right-of-use assets	(116,855)	35,963	-	(80,892)
	<b>(10,596,040)</b>	<b>(432,290)</b>	<b>(5,540,053)</b>	<b>(16,568,383)</b>
<b>Deferred income tax, net</b>	<b>59,216,945</b>	<b>1,596,223</b>	<b>(3,100,283)</b>	<b>57,712,885</b>
<b>Consolidated financial statements</b>				
<b>As at 1 October 2022 Baht</b>	<b>Recognised to profit or loss Baht</b>	<b>Recognised to other comprehensive income Baht</b>	<b>As at 30 September 2023 Baht</b>	
<b>Deferred income tax assets</b>				
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	777,273	-	(476,992)	300,281
Plant and equipment	2,859,474	3,029,140	-	5,888,614
Derivative liabilities	521,404	(117,529)	-	403,875
Lease liabilities	158,777	(36,177)	-	122,600
Provisions and accruals	59,839,732	3,257,883	-	63,097,615
	<b>64,156,660</b>	<b>6,133,317</b>	<b>(476,992)</b>	<b>69,812,985</b>
<b>Deferred income tax liabilities</b>				
Derivative assets	(225,368)	138,058	-	(87,310)
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(12,503,961)	-	2,112,086	(10,391,875)
Right-of-use assets	(152,819)	35,964	-	(116,855)
	<b>(12,882,148)</b>	<b>174,022</b>	<b>2,112,086</b>	<b>(10,596,040)</b>
<b>Deferred income tax, net</b>	<b>51,274,512</b>	<b>6,307,339</b>	<b>1,635,094</b>	<b>59,216,945</b>



	<b>Separate financial statements</b>			
	<b>As at 1 October 2023 Baht</b>	<b>Recognised to profit or loss Baht</b>	<b>Recognised to other comprehensive income Baht</b>	<b>As at 30 September 2024 Baht</b>
<b>Deferred tax assets</b>				
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	300,281	-	(258,060)	42,221
Plant and equipment	7,369,640	1,500,119	-	8,869,759
Derivative liabilities	403,875	325,035	-	728,910
Lease liabilities	122,600	(38,427)	-	84,173
Provisions and accruals	57,555,482	(319,083)	2,298,294	59,534,693
	<b>65,751,878</b>	<b>1,467,644</b>	<b>2,040,234</b>	<b>69,259,756</b>
<b>Deferred tax liabilities</b>				
Derivative assets	(87,310)	(468,253)	-	(555,563)
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(10,391,875)	-	(5,540,053)	(15,931,928)
Right-of-use assets	(116,855)	35,963	-	(80,892)
	<b>(10,596,040)</b>	<b>(432,290)</b>	<b>(5,540,053)</b>	<b>(16,568,383)</b>
<b>Deferred income tax, net</b>	<b>55,155,838</b>	<b>1,035,354</b>	<b>(3,499,819)</b>	<b>52,691,373</b>
	<b>Separate financial statements</b>			
	<b>As at 1 October 2022 Baht</b>	<b>Recognised to profit or loss Baht</b>	<b>Recognised to other comprehensive income Baht</b>	<b>As at 30 September 2023 Baht</b>
<b>Deferred income tax assets</b>				
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	777,273	-	(476,992)	300,281
Plant and equipment	4,663,207	2,706,433	-	7,369,640
Derivative liabilities	521,404	(117,529)	-	403,875
Lease liabilities	158,777	(36,177)	-	122,600
Provisions and accruals	54,612,603	2,942,879	-	57,555,482
	<b>60,733,264</b>	<b>5,495,606</b>	<b>(476,992)</b>	<b>65,751,878</b>
<b>Deferred income tax liabilities</b>				
Derivative assets	(225,368)	138,058	-	(87,310)
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(12,503,961)	-	2,112,086	(10,391,875)
Right-of-use assets	(152,819)	35,964	-	(116,855)
	<b>(12,882,148)</b>	<b>174,022</b>	<b>2,112,086</b>	<b>(10,596,040)</b>
<b>Deferred income tax, net</b>	<b>47,851,116</b>	<b>5,669,628</b>	<b>1,635,094</b>	<b>55,155,838</b>



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As at 30 September 2024, the Group only recognised those deferred tax assets that in the management's judgement were likely to be realised, due to the historical operating profits generated by the operations of the entities within the Group. This is disclosed in the note regarding the gross deferred and income taxes to enable users of the financial statements to understand the nature of the movements in this balance.

Deferred income tax assets are recognised for tax losses carried forward only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group does not recognise deferred tax asset of Baht 531,464 from tax losses of Baht 2,657,321, to carry forward against future taxable income; these tax losses will expire in 2029.

Under the Thai Revenue Code, all entities are taxed as separate entities with no relief available for the Group.

#### 21 Trade and other current payables

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Trade payables - related companies (Note 32)	110,845,311	140,351,445	110,845,311	140,351,445
Trade payables - other companies	401,263,147	498,772,718	400,047,542	495,306,037
Amounts due to related parties (Note 32)	47,665	81,127	17,579,798	21,344,303
Accrued expenses	135,153,678	101,058,520	115,292,803	86,905,819
Down payments received from customers	1,648,603	1,896,765	1,648,603	1,896,765
Other payables	111,471,868	53,273,818	109,171,054	51,953,773
<b>Trade and other current payables</b>	<b>760,430,272</b>	<b>795,434,393</b>	<b>754,585,111</b>	<b>797,758,142</b>

Outstanding accrued expenses as at 30 September 2024 and 2023 were detailed as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Accrued bonuses	87,377,345	59,455,406	78,370,794	53,669,461
Accrued employee income taxes	7,420,459	4,345,746	7,059,169	4,145,026
Accrued employee welfare	9,270,762	8,606,986	8,348,017	7,874,430
Other accruals	31,085,112	28,650,382	21,514,823	21,216,902
<b>Total accrued expenses</b>	<b>135,153,678</b>	<b>101,058,520</b>	<b>115,292,803</b>	<b>86,905,819</b>

#### 22 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
The statement of financial position:				
Retirement benefits	305,832,019	297,147,446	274,811,134	269,436,778
<b>Total</b>	<b>305,832,019</b>	<b>297,147,446</b>	<b>274,811,134</b>	<b>269,436,778</b>

The plans are final salary retirement plans. The level of benefits provided depends on members' length of service and their salaries in the final years leading up to retirement.





## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

The movements in the obligations over the years were as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Opening balance	297,147,446	285,819,444	269,436,778	259,683,793
Current service cost	18,547,597	18,932,014	16,746,163	17,176,653
Interest cost	7,773,802	7,637,202	6,989,873	6,919,596
Remeasurements on employee benefit obligations:				
- Loss on change in financial assumptions	9,584,521	-	8,981,118	-
- Experience loss	3,904,627	-	2,510,355	-
	336,957,993	312,388,660	304,664,287	283,780,042
<u>Add</u> (Reversal of) provisions due to employee transfers	-	-	(303,837)	348,298
<u>Less</u> Benefits paid during the year	(31,125,974)	(15,241,214)	(29,549,316)	(14,691,562)
At 30 September	305,832,019	297,147,446	274,811,134	269,436,778

The Group accounts for these liabilities on an estimated basis using the following principal actuarial assumptions:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Discount rate	2.70%	2.75%	2.70%	2.75%
Future salary increase rates	4.50%	4.50%	4.50%	4.50%
Other fixed allowance rate	3.50%	3.50%	3.50%	3.50%
1 Baht Gold price	Baht 41,000	Baht 30,000	Baht 41,000	Baht 30,000
Gold Inflation rate	1.75%	3.00%	1.75%	3.00%
Retirement age	58 years old	58 years old	58 years old	58 years old

The sensitivity analysis for each significant assumption disclosed in 2024 was as follows:

	Consolidated financial statement		
	Change in assumptions	Impact on employee benefit obligations	
		Change in the obligations (%)	Change in the obligations (Baht)
Discount rate	Increased by 0.50%	Decrease by 6.38%	Decreased by Baht 20,278,269
	Decreased by 0.50%	Increase by 6.95%	Increased by Baht 22,066,261
Future salary increase rate	Increased by 1.00%	Increase by 10.50%	Increased by Baht 33,342,954
	Decreased by 1.00%	Decrease by 9.04%	Decreased by Baht 28,731,754
1 Baht Gold price	Increased by Baht 1,000	Increase by 0.34%	Increased by Baht 1,073,019
	Decreased by Baht 1,000	Decrease by 0.34%	Decreased by Baht 1,073,016
	Separate financial statement		
	Change in assumptions	Impact on employee benefit obligations	
		Change in the obligations (%)	Change in the obligations (Baht)
Discount rate	Increased by 0.50%	Decrease by 6.28%	Decreased by Baht 17,951,743
	Decreased by 0.50%	Increase by 6.82%	Increased by Baht 19,512,617
Future salary increase rate	Increased by 1.00%	Increase by 10.21%	Increased by Baht 29,209,524
	Decreased by 1.00%	Decrease by 8.82%	Decreased by Baht 25,210,133
1 Baht Gold Price	Increased by Baht 1,000	Increase by 0.35%	Increased by Baht 994,228
	Decreased by Baht 1,000	Decrease by 0.35%	Decreased by Baht 994,227

The above sensitivity analysis were based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method of calculating the retirement benefit obligation recognised within the statements of financial position at the end of the reporting period (present value of the defined benefit obligation calculated with the projected unit credit method).



## Inoue Rubber (Thailand) Public Company Limited

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For the year ended 30 September 2024

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

The weighted average duration of the retirement benefit obligation was 9.29 years.

Expected maturity analysis of undiscounted retirement benefits as follows

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Less than a year	11,775,381	19,838,930	11,161,068	19,779,861
Between 1 - 5 years	69,380,051	63,187,394	65,728,135	60,341,790
Over 5 years	285,060,809	296,218,460	250,572,739	260,782,754
	366,216,241	379,244,784	327,461,942	340,904,405

#### 23 Share capital and premium on share capital

	Consolidated and Separate financial statements			
	Number of shares	Ordinary shares Baht	Share premium Baht	Total Baht
As at 1 October 2022	192,207,700	192,207,700	298,000,000	490,207,700
Issue of shares	-	-	-	-
As at 30 September 2023	192,207,700	192,207,700	298,000,000	490,207,700
Issue of shares	-	-	-	-
As at 30 September 2024	192,207,700	192,207,700	298,000,000	490,207,700

As at 30 September 2024, the total number of registered ordinary shares was 192.21 million shares (2023: 192.21 million shares) with a par value of Baht 1 per share (2023: Baht 1 per share). All issued shares are fully paid.

The details of the reduction of ordinary shares from treasury shares are disclosed in Note 25.

#### 24 Legal reserve

Under the Public Companies Act, the Company is required to set aside as a legal reserve at least 5% of profit derived from the business of the Company after accumulated deficit brought forward (if any) until the reserve reaches 10% of the registered share capital. This reserve is non-distributable.

In consolidated financial statements, legal reserve of subsidiaries included in unappropriated retained earnings.

#### 25 Treasury shares

On 5 June 2020, the Company repurchased 7,792,300 shares for total treasury shares of Baht 114.01 million, represents 3.9% of the Company's total issued shares. Treasury share has to be resold after 6 months but no later than 3 years from 5 June 2020 (the completion date of share repurchases). The payment for treasury shares presented as reduction in equity in the statement of financial position.

##### Share capital reduction and treasury shares cancellation

On 12 May 2023, the Board of Directors held a meeting (No.3/2023) where a resolution was passed to reduce the registered capital of the Company amounted to Baht 7.79 million from Baht 200 million (200,000,000 ordinary shares with a par value of Baht 1 each) to Baht 192.21 million (192,207,700 ordinary shares with a par value of Baht 1 each) by cancelling the 7,792,300 treasury shares under the share repurchase program for financial management purpose due to expiration of the resale period. The Company reduced registered, and issued and paid-up share capital with the Department of Business Development, Ministry of Commerce on 30 May 2023. In addition, the Company reversed the reserve for treasury shares to unappropriated retained earnings amounting to Baht 106.22 million.

**26 Dividend income****Dividend income from subsidiaries**

At the Annual General Meeting of shareholders for 2023 of Kin No Hoshi Engineering Company Limited held on 30 January 2023, the shareholders passed a resolution approving dividend payment from its operating results for 2022 at Baht 30 per share from non-BOI promoted operations, amounting to a total dividend of Baht 3 million. The Company received dividend on 28 February 2023.

At the Annual General Meeting of shareholders for 2024 of Kin No Hoshi Engineering Company Limited held on 29 January 2024, the shareholders passed a resolution approving dividend payment from its operating results for 2023 at Baht 70 per share from non-BOI promoted operations, amounting to a total dividend of Baht 7 million. The Company received dividend on 28 February 2024.

At the Annual General Meeting of shareholders for 2023 of IRC (Asia) Research Limited held on 30 January 2023, the shareholders passed a resolution approving dividend payment from its operating results for 2022 at Baht 7 per share from non-BOI promoted operations, amounting to a total dividend of Baht 21 million. The Company received the dividend on 28 February 2023.

At the Annual General Meeting of shareholders for 2024 of IRC (Asia) Research Limited held on 29 January 2024, the shareholders passed a resolution approving dividend payment from its operating results for 2023 at Baht 9 per share from non-BOI promoted operations, amounting to a total dividend of Baht 27 million. The Company received the dividend on 28 February 2024.

**Dividend income from investment in equity instruments**

On 21 March 2024, the Group received dividend payment for the operating results for 2020 to 2023 from Inoue Rubber Vietnam Company Limited of VND 101.09 billion (approximated Baht 145.78 million).

**27 Other income**

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Interest income	34,990,251	16,521,286	34,548,062	16,203,967
Revenue from management services	15,764,719	15,905,677	15,764,719	15,905,677
Scrap sales	5,196,579	5,525,917	5,196,579	5,525,917
Gain from exchange rate, net	2,802,087	3,317,246	2,802,087	3,315,372
Gain from disposals of assets	1,688,218	10,625,487	1,672,637	10,595,706
Revenue from rental	1,332,000	1,332,000	4,634,460	4,634,460
Others	7,331,037	6,525,177	7,318,595	6,512,793
	69,104,891	59,752,790	71,937,139	62,693,892



## 28 Expenses by nature

The following expenditure items, classified by nature, have been charged in arriving at the operating profit:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Raw materials and consumables used	2,157,205,415	2,545,275,008	2,146,399,333	2,534,064,473
Changes in finished goods and work in progress	16,504,564	(20,530,193)	15,795,842	(21,238,916)
Depreciation of investment properties and plant and equipment (Notes 16 and 17)	307,585,574	334,550,331	295,653,349	322,104,622
Amortisation of right-of-use assets (Note 18)	179,816	179,816	179,816	179,816
Amortisation of computer software (Note 19)	8,557,673	8,123,757	7,208,955	6,933,010
Staff costs	772,133,519	736,717,446	695,586,827	665,958,692
Advertising and promotion expenses	32,694,897	21,007,065	32,694,897	21,007,065
Rental expenses	2,776,934	2,898,614	2,776,934	2,898,614
Purchases of finished goods	853,214,568	880,762,437	853,214,568	880,762,437
Utility expenses	143,581,347	180,099,834	137,045,201	171,803,499
Transportation expenses	64,546,724	68,242,843	63,838,378	67,967,247
Repair and maintenance expenses	108,590,813	112,226,773	105,618,653	109,722,175
Professional fees	47,399,421	46,415,107	47,075,810	44,605,107
Insurance premiums	15,733,212	16,622,633	15,615,024	16,175,066

## 29 Income tax expenses

Income tax expenses for the years ended 30 September 2024 and 2023 were summarised below:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Current tax:				
Current tax on profits for the year	52,028,764	17,014,353	48,088,715	11,028,262
Adjustments in respect of prior year	386,221	(378,027)	384,958	29,998
<b>Total current tax</b>	<b>52,414,985</b>	<b>16,636,326</b>	<b>48,473,673</b>	<b>11,058,260</b>
Deferred income tax (Note 20):				
Decrease in deferred tax assets	(2,028,513)	(6,133,317)	(1,467,644)	(5,495,606)
Decrease in deferred tax liabilities	432,290	(174,022)	432,290	(174,022)
<b>Total deferred income tax</b>	<b>(1,596,223)</b>	<b>(6,307,339)</b>	<b>(1,035,354)</b>	<b>(5,669,628)</b>
<b>Income tax expense</b>	<b>50,818,762</b>	<b>10,328,987</b>	<b>47,438,319</b>	<b>5,388,632</b>



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

Reconciliation of income tax expenses and the results of accounting profit using the basic tax rate of the year was presented as below:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Profit before income tax expenses	362,322,001	170,095,266	381,107,968	166,012,809
Tax calculated at statutory tax rates of 20% Impact:	72,464,400	34,019,053	76,221,594	33,202,562
Income not subjected to tax and expenses that are deductible at a greater amount	(3,528,732)	(6,665,312)	(10,077,961)	(11,102,029)
Expenses not deductible for tax purpose	1,585,902	4,043,558	1,530,221	3,800,782
Profit from promoted activities which exempt from payment of corporate income tax	(20,620,493)	(20,690,285)	(20,620,493)	(20,542,681)
Tax loss for which no deferred tax asset was recognised	531,464	-	-	-
Adjustment in respect of prior year	386,221	(378,027)	384,958	29,998
Income tax expenses	50,818,762	10,328,987	47,438,319	5,388,632

The average income tax rate was 14.03% (2023: 6.07%) for the consolidated financial statements and 12.45% (2023: 3.25%) for the separate financial statements. The increase in the average income tax rate is due to a decrease in the profit from promoted activities with tax-exempt for the current year.

The tax relating to component of other comprehensive income was as follows:

	Consolidated financial statements					
	2024			2023		
	Before tax Baht	Tax Baht	After tax Baht	Before tax Baht	Tax Baht	After tax Baht
Measurement of debt instruments at fair value through other comprehensive income	1,290,298	(258,060)	1,032,238	2,384,961	(476,992)	1,907,969
Measurement of equity instruments at fair value through other comprehensive income	27,700,267	(5,540,053)	22,160,214	(10,560,432)	2,112,086	(8,448,346)
Remeasurements of employee benefit obligations	(13,489,148)	2,697,830	(10,791,318)	-	-	-
	15,501,417	(3,100,283)	12,401,134	(8,175,471)	1,635,094	(6,540,377)
	Separate financial statements					
	2024			2023		
	Before tax Baht	Tax Baht	After tax Baht	Before tax Baht	Tax Baht	After tax Baht
Measurement of debt instruments at fair value through other comprehensive income	1,290,298	(258,060)	1,032,238	2,384,961	(476,992)	1,907,969
Measurement of equity instruments at fair value through other comprehensive income	27,700,267	(5,540,053)	22,160,214	(10,560,432)	2,112,086	(8,448,346)
Remeasurements of employee benefit obligations	(11,491,473)	2,298,294	(9,193,179)	-	-	-
	17,499,092	(3,499,819)	13,999,273	(8,175,471)	1,635,094	(6,540,377)



## Inoue Rubber (Thailand) Public Company Limited

### Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2024

#### 30 Earnings per share

Basic earnings per share are calculated by dividing the net profit attributable to the owner of the parent company by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Net profit attributable to the owners of the parent company (Baht)	311,503,488	159,766,178	333,669,649	160,624,177
Weighted average number of ordinary shares outstanding (shares)	192,207,700	192,207,700	192,207,700	192,207,700
Basic earnings per share (Baht per share)	1.62	0.83	1.74	0.84

There were no dilutive potential ordinary shares in issue during the years presented.

#### 31 Changes in liabilities arising from financing activities

	Consolidated and separate financial statements Lease liabilities Baht
Balance as at 1 October 2023	612,998
Finance cost	27,866
Cash paid for lease payments	(220,000)
Balance as at 30 September 2024	420,864
Lease liabilities - current portion	215,497
Lease liabilities - non-current portion	205,367

**32 Related party transactions**

Individuals and entities that directly, or indirectly control or are controlled by or are under common control with the Company, including investment entities, associates, joint venture and individuals or entities having significant influence over the Company, key management personnel, including directors and officers of the Company and close members of the family of these individuals and entities associated with these individuals also constitute related parties.

The Company's major shareholders are the Leeissaranukuls group in proportion of 39.64% and Inoue Rubber Company Limited, which is incorporated and domiciled in Japan, in proportion of 35.69%. The remaining 24.67% of the shares are widely held.

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

During the year, the Group and the Company entered into several transactions with its subsidiaries and related parties. The terms and basis of such transactions were negotiated between the parties in the ordinary course of business and according to normal trade conditions.

	<b>Terms and basis</b>
Sales of goods	Market price or cost plus margin according to type of products
Service income	Cost plus margin
Rental income	Contract price which is in line with market
Purchases of raw materials, machinery and metal molds	Prices which approximate to the price charged to a third party
Research and development expenses	Prices as agreed in the contract which is near to the market price
Technical assistance fees	Prices as agreed in the contract based on percentage of sales
Advertising expenses	Prices which approximate to the price charged nearly to the market price
Utility expenses	Price as agreed to the price charged by a third party
Employee service sharing expenses	Prices which approximate to the price charged to a third party



## Inoue Rubber (Thailand) Public Company Limited

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For the year ended 30 September 2024

The significant related party transactions for the years ended 30 September 2024 and 2023 were summarised as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Sales of goods</b>				
Subsidiaries	-	-	17,784,125	17,034,644
Related parties	2,078,892,757	2,408,389,498	2,078,652,806	2,408,200,078
	<u>2,078,892,757</u>	<u>2,408,389,498</u>	<u>2,096,436,931</u>	<u>2,425,234,722</u>
<b>Services income</b>				
Related parties	16,360,021	16,147,823	16,360,021	16,147,823
<b>Rental income (Note 16)</b>				
Subsidiaries	-	-	3,302,460	3,302,460
Related parties	1,332,000	1,332,000	1,332,000	1,332,000
	<u>1,332,000</u>	<u>1,332,000</u>	<u>4,634,460</u>	<u>4,634,460</u>
<b>Dividend income (Note 26)</b>				
Subsidiaries	-	-	33,999,447	23,999,741
Related party	145,780,161	-	145,780,161	-
	<u>145,780,161</u>	<u>-</u>	<u>179,779,608</u>	<u>23,999,741</u>
<b>Purchases of raw materials</b>				
Related parties	538,792,117	746,863,231	538,792,117	746,863,231
<b>Purchases of machinery and metal molds and repair costs</b>				
Subsidiary	-	-	27,419,160	33,476,205
Related parties	2,216,929	2,886,780	2,216,929	2,886,780
	<u>2,216,929</u>	<u>2,886,780</u>	<u>29,636,089</u>	<u>36,362,985</u>
<b>Research and development expenses</b>				
Subsidiary	-	-	109,578,166	112,672,763
Related party	4,052,834	3,230,979	-	-
	<u>4,052,834</u>	<u>3,230,979</u>	<u>109,578,166</u>	<u>112,672,763</u>
<b>Technical assistance fees</b>				
Related parties	85,931,790	90,953,898	85,931,790	90,953,898
<b>Rental and service fees</b>				
Related parties	1,486,776	1,495,416	1,486,776	1,495,416
<b>Advertising expenses</b>				
Related parties	9,087,541	7,966,680	9,087,541	7,966,680
<b>Utility expenses</b>				
Related parties	269,173	385,468	269,173	385,468

The Company entered into rental agreements of land, building, and machinery and equipment with two subsidiaries and related company with total annual rental income of approximately Baht 4.63 million. The lease terms are 1 year.

The Company charged certain utility expenses to certain related companies at which approximate to the price charged to a third party.

The Company entered into marketing and sales cooperation and product quality assurance and quality control service agreements with a local related company. Under these agreements the Company has obliged to pay service fees to such company at the rate as stipulated in the agreements. The agreements have been in effect since May 2009 until cancelled by either party.





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The Company entered into research and development services agreement with a subsidiary. Under this agreement, the Company has obliged to pay service fee to the subsidiary at the rate stipulated in the agreement. The agreement is effective for a period of 1 year which commenced from May 2024.

The Company entered into professional service agreements with a local related company to provide the professional services at total annual services income of approximately Baht 14.13 million. The service fees will be reviewed mutually by both parties in June of a year. The agreement is effective for a period of 1 year which commenced from June 2024.

The Company entered into a space rental and security service agreement with a local related company. Under this agreement, the Company has obliged to pay rental and service fee to the related party approximately Baht 1.49 million. The term of the agreement are 1 year which commenced from February 2024.

The outstanding balances as at 30 September 2024 and 2023 between the Company and those related companies were summarised as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
<b>Trade receivables</b> (Note 11)				
Subsidiaries	-	-	4,351,629	5,378,040
Related companies	340,183,646	394,832,941	340,065,431	394,832,941
<b>Total trade receivables</b>	340,183,646	394,832,941	344,417,060	400,210,981
<b>Other receivables</b> (Note 11)				
Subsidiaries	-	-	1,492,406	1,781,724
Related companies	3,303,296	2,920,792	3,303,296	2,920,793
<b>Total other receivables</b>	3,303,296	2,920,792	4,795,702	4,702,517
<b>Trade payables</b> (Note 21)				
Related companies	110,845,311	140,351,445	110,845,311	140,351,445
<b>Other payables</b> (Note 21)				
Subsidiaries	-	-	17,532,133	21,263,176
Related companies	47,665	81,127	47,665	81,127
<b>Total other payables</b>	47,665	81,127	17,579,798	21,344,303

#### Directors' and key management's remunerations

The Company and its subsidiaries had the compensation paid or payable to their key directors and management for the years ended 30 September 2024 and 2023 as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Salaries and short-term employee benefits	69,318,389	71,394,128	69,318,389	71,394,128
Post-employee benefits	1,271,395	2,537,545	1,271,395	2,537,545
Other long-term employee benefits	1,362,619	1,212,488	1,362,619	1,212,488
	71,952,403	75,144,161	71,952,403	75,144,161



33 Promotional privileges

The Company and its subsidiary have been granted promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment. Under certain significant conditions, significant privileges are as follows:

Details	Inoue Rubber (Thailand) Public Company Limited		Kin No Hoshi Engineering Company Limited
	64-0737-1-07-1-0 17 March 2021	64-0736-1-07-1-0 17 March 2021	63-0570-1-00-1-0 15 April 2020
1. Certificate No. Dated	64-0737-1-07-1-0 17 March 2021	64-0736-1-07-1-0 17 March 2021	63-0570-1-00-1-0 15 April 2020
2. Promotional privileges for	Manufacturing of motorcycle tires and tubes	Manufacturing of rubber parts for vehicles and compound rubber	Manufacturing of molds and repairing of its own manufactured molds
3. The significant privileges are			
3.1 Exemption of corporate income tax for net income from promotional operations and exemption of income tax on dividends paid from the profit of the operations throughout the period in which the corporate income tax is exempted.	3 years	3 years	5 years
3.2 Allowance for carry-forward of annual loss from operations incurred during the exemption of corporate income tax on net income to offset with net income for a period of 5 years, after exemption period in 3.1.	Granted	Granted	Granted
3.3 Exemption/Reduction of import duty on machinery as approved by the Board.	Granted	Granted	Granted
3.4 Exemption of import duty on raw materials and significant supplies used in export production from the first import date.	None	Granted	None
3.5 50% reduction of corporate income tax rate for net income from promotional operations for a period of 5 years, after exemption period in 3.1.	None	None	None
4. Date of first earning operating income	24 July 2021	24 July 2021	3 May 2021



## Inoue Rubber (Thailand) Public Company Limited

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Sales of the Group are both export and local sales which could be separated between promoted and non-promoted operations as follows:

	Consolidated financial statements					
	BOI		non-BOI		Total	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Sales:						
Export	689,506,580	975,776,971	253,505,131	82,327,457	943,011,711	1,058,104,428
Local	2,081,499,155	3,120,618,592	1,556,100,012	1,238,482,812	3,637,599,167	4,359,101,404
	2,771,005,735	4,096,395,563	1,809,605,143	1,320,810,269	4,580,610,878	5,417,205,832
	Separate financial statements					
	BOI		non - BOI		Total	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Sales:						
Export	689,506,580	975,776,971	253,265,180	82,138,037	942,771,760	1,057,915,008
Local	2,081,499,155	3,137,653,236	1,554,127,965	1,219,800,479	3,635,627,120	4,357,453,715
	2,771,005,735	4,113,430,207	1,807,393,145	1,301,938,516	4,578,398,880	5,415,368,723

#### 34 Dividends paid

At the Annual General Meeting of shareholders for 2024 of the Company held on 29 January 2024, the shareholders passed a resolution approving dividend payment from its operating results for 2023 at Baht 0.4178 per share from BOI-promoted operations, amounting to a total dividend of Baht 80.30 million. The dividends were be distributed on 28 February 2024.

At the Annual General Meeting of shareholders for 2023 of the Company held on 30 January 2023, the shareholders passed a resolution approving dividend payment from its operating results for 2022 at Baht 0.2910 per share (Baht 0.2496 per share from BOI-promoted operations and Baht 0.0414 per share from non-BOI promoted operations), amounting to a total dividend of Baht 55.93 million. The dividends were be distributed on 28 February 2023.

#### 35 Commitments

##### 35.1 Lease commitments

The Group has entered into several lease agreements with low-value assets, lease term of 12 months or less in respect of building area, accommodation for employees, motor vehicles and office equipment.

As at 30 September 2024 and 2023, the Group had future minimum lease payments required under these non-cancellable low-value assets and lease term of 12 months or less leases as follows:

	Consolidated financial statements		Separate financial statements	
	2024 Baht	2023 Baht	2024 Baht	2023 Baht
Within 1 year	1,072,122	1,068,272	1,072,122	1,068,272
Later than 1 year but not later than 3 years	18,740	311,770	18,740	311,770
<b>Total</b>	<b>1,090,862</b>	<b>1,380,042</b>	<b>1,090,862</b>	<b>1,380,042</b>



### 35.2 Letters of guarantee

As at 30 September 2024, the Company had outstanding letters of guarantee issued by financial institutions of approximately Baht 21.03 million (2023: Baht 20.62 million) to the Provincial Electricity Authority for electricity consumption on behalf of the Company and Baht 0.32 million (2023: Baht 0.37 million) for the due fulfillment by the Company of the terms and conditions in respect of grant of Certification Mark License by the licensor and Baht 16.09 million (2023: Baht 8.26 million) for the contractual performance.

The guarantees are issued in the ordinary course of business. No liabilities are expected to arise from the above guarantees.

### 35.3 Operating commitments

The Company entered into agreements for technical assistance in production with foreign related companies. Under the agreements, the Company has obliged to pay technical assistance fees at the rates as stipulated in the agreements, which are percentage of sales.

## 36 Events occurring after the statement of financial position date

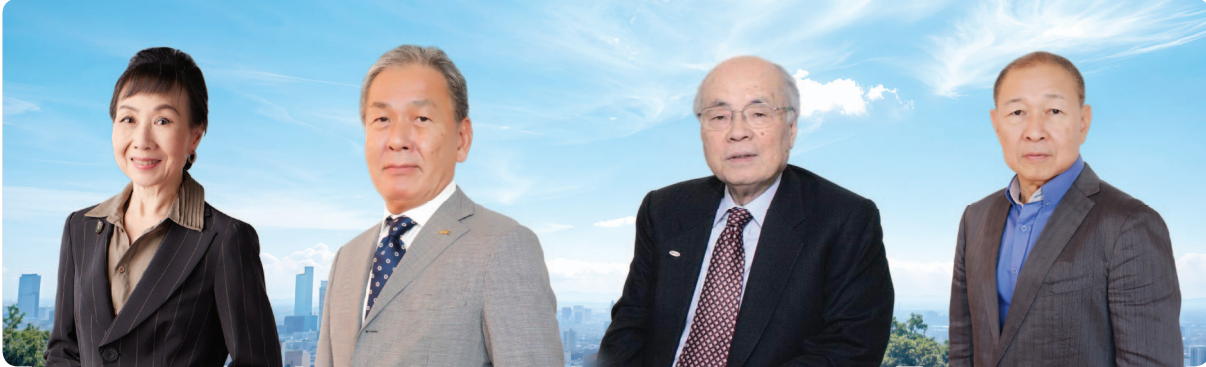
On 26 November 2024, the Company's Board of Directors' Meeting No.6/2024 passed a resolution to propose the dividend payment from its operating results for 2024 at Baht 0.8680 per share (Baht 0.5449 per share from BOI-promoted operations and Baht 0.3231 per share from non-BOI promoted operations) to shareholders who are on the register as at 11 February 2025, amounting to a total dividend of Baht 166.84 million. The dividends are expected to be paid on 28 February 2025. The dividend has not been recognised as a liability in the financial statements. The Company will propose approving the dividend payment at its Annual General Shareholders' meeting.

# Attachment



- Attachment 1** Information of the Board of Directors, Executives, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, and the Company Secretary
- Attachment 2** Details of Directors in Subsidiaries
- Attachment 3** Detail of Internal Auditor
- Attachment 4** The assets used in the Company's business operations and the details of the asset valuation
- Attachment 5** Handbook of Good Corporate Governance

## Board of Directors



Mrs. Pimjai  
Leeissaranukul

Mr. Shigeki  
Yamada

Mr. Soichi  
Inoue

Mr. Thanong  
Leeissaranukul



Mrs. Anchalee  
Chavanich

Ms. Chunhachit  
Sungmai

Mr. Kittichai  
Raktakanit

Mr. Surong  
Bulakul



Mr. Apichart  
Leeissaranukul

Mrs. Porntip  
Sethiwan

Mr. Kenjiro  
Miwa

Mr. Hideo  
Oya

## Executive Committee



Mr. Shigeki  
Yamada

Mrs. Pimjai  
Leeissaranukul

Mr. Kanin  
Laochinda

Mr. Akira  
Tokoro



Ms. Witchuda  
Kupongsak

Mr. Suchart  
Kootiratrakarn

Mr. Narongchai  
Rattanaekkawin

Mr. Tatsuo  
Kubota



Ms. Praewphan  
Songhong

Mr. Hiroyuki  
Hibi

Mr. Kazuaki  
Yamada

## 1. Information of Directors



Mrs. Pimjai Leeissaranukul

Age: 63 years

Position: Chairman / Executive Chairman /  
Vice-Chairman of the Executive Committee /  
Authorized Signatory Director

Date of appointment.: December 30, 1993

Shareholding Proportion (As at September 30, 2024): 2.90%

### Relation with directors and executives

Siblings: Mr. Thanong Leeissaranukul, Mr. Apichart Leeissaranukul, and Mrs. Porntip Sethiwan

### Education

- Master's Degree in Business Administration, Drexel University, Philadelphia, U.S.A.
- Bachelor's Degree in Industrial Engineering, Faculty of Engineering, Chulalongkorn University

### Training courses in 2024

- Program for Senior Executive on Criminal Justice Administration by Judicial Training Institute, Class 28

### Training Record

#### Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) Class 37/2003
- Role of the Chairman Program (RCP) Class 31/2013
- Risk Management Committee Program (RMP) Class 1/2013

#### Other Training

- Board Essential Program (BEP) Class 1 from Institute of Research and Development for Public Enterprise (IRDP)
- Thailand Energy Academy for Executives Class 11 (TEA 11)
- Joint Stage Private Sector Regular Course Class 26/2013 from National Defense College (NDC)
- Capital Market Academy Leadership Program Class 10 (CMA 10)
- Business Revolution and Innovation Network Class 1 (BRAIN 1) from The Federation of Thai Industries



## Work Experiences in the past 5 years

2013 – Present	<ul style="list-style-type: none"> <li>Chairman, Executive Chairman and Vice-Chairman of the Executive Committee of Inoue Rubber (Thailand) PCL.</li> </ul>
2024 – Present	<ul style="list-style-type: none"> <li>Member of the Sub-Committee on Considering the approach to solving the factors that are obstacles to the development of Thai industry, under the Committee on Commerce and Industry, the Senate</li> <li>Chairman of the Creative Industry and Soft Power Institute, the Federation of Thai Industries</li> <li>Member of the Sub-Committee on Driving the Festival Industry, the National Soft Power Committee</li> <li>Executive Director of Faculty of Engineering, Chulalongkorn University</li> </ul>
2020 – Present	<ul style="list-style-type: none"> <li>Member of the Board of Regional Center for Manufacturing System Engineering (RCMSE), Faculty of Engineering, Chulalongkorn University</li> </ul>
2018 – Present	<ul style="list-style-type: none"> <li>Vice Chairman of the Federation of Thai Industries</li> </ul>
2017 – Present	<ul style="list-style-type: none"> <li>Member of the Board of ASEAN Woman Entrepreneur Network (AWEN)</li> </ul>
2016 – Present	<ul style="list-style-type: none"> <li>Director of Suporntavit Co., Ltd.</li> <li>Member of the Board of Association of Capital Market Academy (ACMA)</li> </ul>
2014 – Present	<ul style="list-style-type: none"> <li>Consultant of the Board of Thai Women Engineers, The Engineering Institute of Thailand</li> </ul>
2013 – Present	<ul style="list-style-type: none"> <li>Honorary Chairman of Inoac Tokai (Thailand) Company Ltd</li> </ul>
2010 – Present	<ul style="list-style-type: none"> <li>Global Advisory Board member of Babson College, MA, U.S.A.</li> </ul>
2008 – Present	<ul style="list-style-type: none"> <li>Member of the Young Thai Entrepreneurs Association (YTEA)</li> </ul>
2006 – Present	<ul style="list-style-type: none"> <li>Director of Daido Sittipol Co., Ltd.</li> </ul>
2001 – Present	<ul style="list-style-type: none"> <li>Director of Kinno Hoshi Engineering Co., Ltd.</li> </ul>
1995 – Present	<ul style="list-style-type: none"> <li>Director of Sungold Holding Co., Ltd.</li> <li>Director of IRC (Asia) Research Ltd.</li> <li>Chairman of Thai Inoac Components Co., Ltd.</li> </ul>
1993 – Present	<ul style="list-style-type: none"> <li>Director of Sopa-Kanok Internatioal Co., Ltd.</li> </ul>
1983 – Present	<ul style="list-style-type: none"> <li>Director of Thai Stanley Electric PCL.</li> </ul>
2023 – 2024	<ul style="list-style-type: none"> <li>Vice-Chairman of National Defense College (NDC) Class 2013 Committee</li> </ul>
2020 – 2023	<ul style="list-style-type: none"> <li>Member of the Board of government procurement and supplies management sector, the Comptroller General's Department</li> </ul>
2020 – 2022	<ul style="list-style-type: none"> <li>Chairman of Industrial Standard Committee (ISC) of the Federation of Thai Industries</li> </ul>
2019 – 2022	<ul style="list-style-type: none"> <li>Independent director of Mass Rapid Transit Authority of Thailand (MRTA)</li> </ul>
2003 – 2022	<ul style="list-style-type: none"> <li>Director of Wangchula Co., Ltd</li> </ul>
2018 – 2020	<ul style="list-style-type: none"> <li>Chairman of Industrial Excellence Center (IEC) of the Federation of Thai Industries</li> <li>Director of Thailand National Defense College (NDC) 2013 – Fund raising, Joint Stage Private Sector Regular Course 26</li> </ul>

## Director/ Management Position in other business

### Listed companies

1. Director of Thai Stanley Electric PCL.

### Non-listed companies

1. Director of Supornavit Co., Ltd.
2. Honorary Chairman of Inoac Tokai (Thailand) Company Ltd.
3. Director of Daido Sittipol Co., Ltd.
4. Director of Kinno Hoshi Engineering Co., Ltd.
5. Chairman of Thai Inoac Components Co., Ltd.
6. Director of Sungold Holding Co., Ltd.
7. Director of IRC (Asia) Research Ltd.
8. Director of Sopa-Kanok Internatioal Co., Ltd

### Other business

1. Vice Chairman of the Federation of Thai Industries
2. Member of the Board of ASEAN Woman Entrepreneur Network (AWEN)
3. Member of the Board of Association of Capital Market Academy (ACMA)
4. Consultant of the Board of Thai Women Engineers, The Engineering Institute of Thailand
5. Global Advisory Board member of Babson College, MA, U.S.A.
6. Member of the Young Thai Entrepreneurs Association (YTEA)
7. Member of the Board of Regional Center for Manufacturing System Engineering (RCMSE), Faculty of Engineering, Chulalongkorn University
8. Member of the Sub-Committee on Considering the approach to solving the factors that are obstacles to the development of Thai industry, under the Committee on Commerce and Industry, the Senate
9. Chairman of the Creative Industry and Soft Power Institute, the Federation of Thai Industries
10. Member of the Sub-Committee on Driving the Festival Industry, the National Soft Power Committee
11. Executive Director of Faculty of Engineering, Chulalongkorn University

### Meeting Attendance in 2024

The Annual General Meeting of Shareholders	1/1 time
The Board of Director's Meeting	5/5 times
The Executive Committee's Meeting	5/5 times

### Illegal record in the past

10 years: None



**Mr. Shigeki Yamada**

**Age:** 62 years

**Position:** President / Chairman of the Executive Committee / Vice Chairman of the Risk Management Committee / Authorized Signatory Director

**Date of appointment.:** October 23, 2021

**Shareholding Proportion (As at September 30, 2024):** None

**Relation with directors and executives:** None

**Education**

- Bachelor of Law, Major of Law, Meijo University, Japan

**Training courses in 2024:** None

**Training:** None

**Work Experiences in the past 5 years**

2021 – Present	<ul style="list-style-type: none"> <li>• President / Chairman of the Executive Committee / Vice Chairman of the Risk Management Committee of Inoue Rubber (Thailand) PCL.</li> <li>• Director of Sungold Holding Co.,Ltd.</li> <li>• Director of Thai Inoac Components Co.,Ltd.</li> <li>• Director and Executive Director of Kinno Hoshi Engineering Co.,Ltd.</li> </ul>
March 2021 – October 2021	<ul style="list-style-type: none"> <li>• General Manager of Overseas Business Division, Inoac Corporation Co., Ltd., Japan</li> </ul>
2019 – 2021	<ul style="list-style-type: none"> <li>• Managing Director of Inoac Vietnam Co., Ltd.</li> </ul>

**Director/ Management Position in other business**

**Listed companies:** None

**Non-listed companies**

1. Director of Sungold Holding Co., Ltd.
2. Director of Thai Inoac Components Co., Ltd.
3. Director of Kinno Hoshi Engineering Co., Ltd.

**Other business:** None

**Meeting Attendance in 2024**

Annual General Meeting of Shareholders	1/1 time
The Board of Director’s Meeting	5/5 times
The Executive Committee’s Meeting	5/5 times
The Risk Management Committee’s Meeting	4/4 times

**Illegal record in the past 10 years:** None



Mr. Soichi Inoue

Age: 95 years

Position: Director

Date of appointment.: December 30, 1993

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

#### Education

- Bachelor's degree in Economics, Kobe University, Japan

Training courses in 2024: None

Training: None

#### Work Experiences in the past 5 years

1993 – Present	• Director of Inoue Rubber (Thailand) PCL.
2000 – Present	• Chairman & CEO of Inoac Corporation Co., Ltd.
1986 – Present	• President of Inoac Technical Center Co., Ltd.
1975 – Present	• President of Inoac International Co., Ltd.
1973 – Present	• President of Inoue Rubber Co., Ltd., Japan

#### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Chairman & CEO of Inoac Corporation Co., Ltd.
2. President of Inoac Technical Center Co., Ltd.
3. President of Inoac International Co., Ltd.
4. President of Inoue Rubber Co., Ltd. (Japan)

Other business: None

#### Meeting Attendance in 2024

Annual General Meeting of Shareholders	- Time
The Board of Directors' Meeting	- Time
The Board of Directors' Meeting (without Management)	- Time

#### Illegal record in the past

10 year: None



**Mr. Thanong Leeissaranukul**

**Age:** 64 years

**Position:** Director / Authorized Signatory Director

**Date of appointment :** December 30, 1993

**Shareholding Proportion(As at September 30, 2024):** 2.27%

#### Relation with directors and executive

Sibling of Mrs. Pimjai Leeissaranukul, Mr. Apichart Leeissaranukul, and Mrs. Porntip Sethiwan

#### Education

- Bachelor's degree in Business Administration – Trading, Major of Industrial Marketing, Nanzan University, Japan

**Training in 2024:** None

#### Training

##### Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 136/2017

**Other training:** None

#### Work Experiences in the past 5 years

1993 – Present	<ul style="list-style-type: none"><li>• Director of Inoue Rubber PCL.</li></ul>
2023 – Present	<ul style="list-style-type: none"><li>• Director of Professional Herbal Products Co., Ltd.</li><li>• Chairman of the Police Administration Audit Committee, Wat Phraya Krai Metropolitan Police Station</li></ul>
2020 – Present	<ul style="list-style-type: none"><li>• Director of Pacific Industries (Thailand) Co., Ltd.</li></ul>
2017 – Present	<ul style="list-style-type: none"><li>• Chairman of M Vision PCL.</li></ul>
2015 – Present	<ul style="list-style-type: none"><li>• Director of Sonic Design (Thailand) Co., Ltd.</li><li>• Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society</li></ul>
2007 – Present	<ul style="list-style-type: none"><li>• Chairman of Kanok-Sopa Foundation</li></ul>
2006 – Present	<ul style="list-style-type: none"><li>• Director of Budsayapan Co., Ltd.</li></ul>
2001 – Present	<ul style="list-style-type: none"><li>• Executive Chairman of Smart Sport Promotion Co., Ltd.</li></ul>
1998 – Present	<ul style="list-style-type: none"><li>• Director of The Studio Production Co., Ltd.</li></ul>
1996 – Present	<ul style="list-style-type: none"><li>• President of Bike Clinic Co., Ltd.</li><li>• Vice Chairman of Daido Sittipol Co., Ltd.</li><li>• Managing Director of Seng Guan Hong Co., Ltd.</li></ul>
1995 – Present	<ul style="list-style-type: none"><li>• Executive Director of Total Energies Marketing (Thailand) Co.,Ltd.</li><li>• Director of Thai Inoac Components Co., Ltd.</li><li>• Director of Sungold Holding Co., Ltd.</li><li>• Director of IRC (Asia) Research Ltd.</li></ul>

1993 – Present	• Director of Sopa-Kanok International Co., Ltd.
1986 – Present	• Managing Director of The Sittipol 1919 Co., Ltd.
1983 – Present	• Director of Thai Stanley Electric PCL.
2003 – 2022	• Director of Wang Chula Co.,Ltd.
2014 – 2020	• Director of Pacific Auto Part Co., Ltd.

## Director/ Management Position in other business

### Listed companies

1. Chairman, M Vision PCL.
2. Director, Thai Stanley Electric PCL

### Non-listed companies

1. Director of Professional Herbal Products Co., Ltd.
2. Director, Pacific Industries (Thailand) Co., Ltd.
3. Director, Sonic Design (Thailand) Co., Ltd.
4. Director, Budsayapan Co., Ltd.
5. Executive Chairman, Smart Sport Promotion Co., Ltd.
6. Director, The Studio Production Co., Ltd.
7. Chairman, Bike Clinic Co., Ltd.
8. Vice Chairman, Daido Sittipol Co., Ltd.
9. Managing Director, Seng Guan Hong Co., Ltd.
10. Executive Director, Total Energies Marketing (Thailand) Co.,Ltd.
11. Director, Thai Inoac Components Co., Ltd.
12. Director, Sungold Holding Co., Ltd.
13. Director, IRC (Asia) Research Ltd.
14. Director, Sopa - Kanok International Co., Ltd.
15. Managing Director, The Sittipol 1919 Co., Ltd.

### Other businesses

1. Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society
2. Chairman of Kanok-Sopa Foundation
3. Chairman of the Police Administration Audit Committee, Wat Phraya Krai Metropolitan Police Station

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

## Illegal record in the past

10 years: None



**Mrs. Anchalee Chavanich**

**Age:** 74 years

**Position:** Chairman of the Audit Committee /  
Independent Director

**Date of appointment:** February 14, 2018

**Shareholding Proportion (As at September 30, 2024):** None

**Relation with directors and executives:** None

#### Education

- Master's Degree in Engineering Management, University of Missouri-Rolla, U.S.A.
- Bachelor's Degree in Industrial Engineering, Chulalongkorn University

#### Training in 2024

- Seminar of Political Leadership and Trade in the Modern World by The Thai Parliamentary Member Association, Class 1

#### Training

##### **Thai Institute of Directors Association (IOD)**

- Refreshment Training Program (RFP 11/2023) Joint Venture Governance
- The Board's Role in Mergers and Acquisition (BMA) 5/2023
- Refreshment Training Program (RFP)7/2022
- Subsidiary Governance Program (SGP 2/2022)
- Refreshment Training Program 3/2021: Lessons Learnt from Financial Cases: How Board should
- Refreshment Training Program 2/2021: Leading Your Business through Uncertainties
- Risk Management Program for Corporate Leaders Program 24/2021
- Ethical Leadership Program 23/2021
- Role of the Chairman Program 13/2006
- Finance for Non-Finance Directors 10/2004
- Directors Certification Program 45/2004
- Audit Committee Program 1/2004

##### **Other training**

- The Constitutional Court of the Kingdom of Thailand: Rule of Law for Democracy Class 2/2014
- Thailand Energy Academy Class 3/2014
- National Defence College: Advanced Security Management Program Class 3/2012
- College of Administrative: Advanced Administrative Justice Executive Class 4/2012
- Capital Market Academy: Executive Leadership Program 7/2008
- King Prajadhipok's Institute: Politics and Democratic Governance System Course for Executive Management Class 6/2002
- National Defence College: The Joint State – Private Sector Course Class 11/1998

## Work Experiences in the past 5 years

2018 – Present	• Independent Director/ Chairman of the Audit Committee of Inoue Rubber (Thailand) PCL.
2020 – Present	• Independent Director/ Chairman of the Audit Committee/ Director of Governance and Sustainability Development Committee of WHA Corporation PCL.
2018 – Present	• Independent Director/ Chairman of the Audit and Governance Committee of B. Grimm Power PCL.
2011 – Present	• President of Thai Industrial Estate and Strategic Partner Association
2000 – Present	• Chairman of Coral & Coastal Conservation Foundation
2022 – 2024	• Director (Non-Executive Director) of WHA Industrial Development PCL.
2022 – 2023	• Chairman of the working group of studying guidelines and systems for managing water resources in the main water pipelines in the Eastern Economic Corridor (EEC) of Office of The National Water Resources
2020 – 2023	• Vice-Chairman of the Engineering Institute of Thailand
2017 – 2023	• Honorary Advisor of Eastern Economic Corridor (EEC)
2019 – 2022	• Advisor of Energy Committee of the House of Parliament
2018 – 2022	• Honorary Member of the Dhurakij Pundit University Council
2020 – 2021	• Director of Water Management in Eastern Economic Corridor (EEC) Sub-committee
2017 – 2020	• Director of WHA Industrial Development PCL

## Director/ Management Position in other business

### Listed companies

1. Independent Director/ Chairman of the Audit Committee of WHA Corporation PCL.
2. Independent Director/ Chairman of the Audit Committee of B. Grimm Power PCL

**Non-listed companies:** None

### Other businesses

1. President of Thai Industrial Estate and Strategic Partner Association
2. Chairman of Coral & Coastal Conservation Foundation

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Audit Committee's Meeting	4/4 times

## Illegal record in the past

10 year: None





**Ms. Chunhachit Sungmai**

**Age:** 63 years

**Position:** Chairman of Corporate Governance and Sustainability Committee / Member of Audit Committee / Independent Director

**Date of Appointment:** May 15, 2024

**Shareholding Proportion(As at September 30, 2024):** None

**Relation with directors and executives:** None

### Education

- Post Graduate Diploma on Information Management University of Strathclyde, United Kingdom
- Master’s Degree in Business Administration, Chulalongkorn University
- Bachelor’s Degree in Economics, Thammasat University

**Training courses in 2024:** None

### Training

#### Thai Institute of Directors Association (IOD)

- Director Certification Program Class 298
- Advanced Audit Committee Class 39/2021

#### Other Training

- The Civil Service Executive Development Program: Visionary And Moral Leadership Class 45, Office of the Civil Service Commission
- The Program for Senior Executives on Justice Administration Class 17, Justice Academy, Judicial Training Institute, Court of Justice
- The Joint State – Private Sector Course Class 56, National Defence College
- Capital Market Academy Program Class 29, Capital Market Acedamy
- Advanced Anti-Corruption Strategy Executive Course Class 8, Sanya Dharmasakti National Anti-Corruption Institute

### Work Experiences in the past 5 years

2024 – Present	<ul style="list-style-type: none"> <li>• Independent Director/ Audit Committee Member/ Chairman of the Corporate Governance and Sustainability Committee, Inoue Rubber (Thailand) PCL.</li> </ul>
2024 – Present	<ul style="list-style-type: none"> <li>• Director of Port Authority of Thailand</li> </ul>
2023 – 2024	<ul style="list-style-type: none"> <li>• Qualified Director and Executive Committee Member of the Victim Compensation Fund of Office of Insurance Commission</li> </ul>
2021 – 2022	<ul style="list-style-type: none"> <li>• Director of Siam Commercial Bank PCL.</li> <li>• Deputy Permanent Secretary ,Expenses and Debts mission Leader, Ministry of Finance</li> </ul>
2020 – 2022	<ul style="list-style-type: none"> <li>• Director of Sports Authority of Thailand</li> </ul>
2019 – 2022	<ul style="list-style-type: none"> <li>• Director of Expressway Authority of Thailand</li> </ul>
2018 – 2021	<ul style="list-style-type: none"> <li>• Inspector General of Ministry of Finance</li> </ul>

## Director/ Management Position in other business

Listed companies: None

Non-listed companies: None

### Other businesses

1. Director of Port Authority of Thailand

### Meeting Attendance in 2024

Annual General Meeting of Shareholders	- time
Board of Director's Meeting	1/1 time
Board of Director's Meeting (Non-Executive Directors)	- time
Audit Committee's Meeting	1/1 time
Corporate Governance and Sustainability Committee's Meeting	1/1 time

### Illegal record in the past

10 years: None



**Mr. Kittichai Raktakanit**

**Age:** 64 years

**Position:** Member of Audit Committee / Independent Director

**Date of Appointment:** January 31, 2017

**Shareholding Proportion(As at September 30, 2024):** None

**Relation with directors and executives:** None

#### Education

- Bachelor's Degree in Business Administration, Indiana State University, U.S.A.

#### Training courses in 2024

- Senior Executive Development Training Project, Royal Thai Police, Fiscal Year 2024

#### Training

##### Thai Institute of Directors Association (IOD)

- Advanced Audit Committee Program (AAP 49/2023)
- Director Certification Program Class 27/2003
- Audit Committee Program Class 7/2005

##### Other training

- National Defence College: The Joint State – Private Sector Course Class 26/2013

#### Work Experiences in the past 5 years

2017 – Present	<ul style="list-style-type: none"><li>• Independent Director / Audit Committee member of Inoue Rubber (Thailand) PCL.</li><li>• Director of Loxley Property Development Co.,Ltd.</li></ul>
2024 – Present	<ul style="list-style-type: none"><li>• Board of Boxing Sport, Sports Authority of Thailand, Ministry of Tourism and Sports</li><li>• Honorary Advisor of Port Football Club</li></ul>
2019 – Present	<ul style="list-style-type: none"><li>• Independent Director / Audit Committee member / Nominating and Compensation Committee member / Chairman of Corporate Governance and Sustainability Committee of XSpring Capital PCL</li></ul>
2016 – Present	<ul style="list-style-type: none"><li>• Chairman of Loxley System Integrator Co.,Ltd.</li><li>• Director of Loxley Evolution Technology Co.,Ltd.</li></ul>
2015 – Present	<ul style="list-style-type: none"><li>• Independent Director / Chairman of Corporate Governance and Sustainability Committee/ Audit Committee member / Nomination and Compensation Committee member / Risk Management Committee member of Sansiri PCL.</li></ul>
2011 – Present	<ul style="list-style-type: none"><li>• Executive Chairman and Managing Director of L-Elevator and Engineering Co.,Ltd.</li></ul>
2000 – Present	<ul style="list-style-type: none"><li>• Director of Filatex Planner Co.,Ltd.</li></ul>
2010 – 2020	<ul style="list-style-type: none"><li>• Vice Executive Chairman of Loxley PCL.</li></ul>
1997 – 2020	<ul style="list-style-type: none"><li>• Director of Thai Filatex PCL.</li></ul>

## Director/ Management Position in other business

### Listed companies

- Independent Director / Audit Committee member / Nominating and Compensation Committee member/ Chairman of Corporate Governance and Sustainability Committee of XSpring Capital PCL
- Independent Director / Chairman of Corporate Governance and Sustainability Committee / Audit Committee member / Nomination and Compensation Committee member / Risk Management Committee member of Sansiri PCL

### Non-listed companies

- Director, Loxley Property Development Co., Ltd.
- Chairman, Loxley System Integrator Co., Ltd.
- Director, Loxley Evolution Technology Co., Ltd.
- Chair of Executive Board, L-Elevator and Engineering Co., Ltd.
- Director of Filatax Planner Co.,Ltd.

### Other businesses

- Board of Boxing Sport, Sports Authority of Thailand, Ministry of Tourism and Sports
- Honorary Advisor of Port Football Club

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Audit Committee's Meeting	4/4 times

## Illegal record in the past

10 years: None



**Mr. Surong Bulakul**

**Age:** 69 years

**Position:** Chairman of Risk Management Committee /  
Independent Director

**Date of appointment:** November 25, 2015

**Shareholding Proportion (As at September 30, 2024):** None

**Relation with directors and executives:** None

### Education

- Master of Engineering in Operations Research, Cornell University, New York, U.S.A.
- Master of Business Administration, Cornell University, New York, U.S.A.
- Bachelor of Science in Industrial Engineering and Operations Research, Syracuse University, New York, U.S.A.

### Training courses in 2024

- VAIP: Visionary Artificial Intelligence Partnership by Sripatum University
- Generative AI Mastery for Executives Workshop by University of the Thai Chamber of Commerce

### Training

#### Thai Institute of Directors Association (IOD)

- Director Certificate Program (DCP121/2009)

#### Other training

- Leadership Program Class 10 from Capital Market Academy
- The Joint State - Private Sector Course Class 4919 from National Defence College
- Program for Management Development, Harvard University, Boston, U.S.A.
- Democratic Politics and Governance for High-Level Administrators Program, King Prajadhipok's Institute Thailand, Class 8
- The Program for Senior Executives on Criminal Justice Administration, National Justice Academy, Thailand, Class 15
- Thai Intelligent Investors Program, Thai Investors Academy, Class 1
- Executive Program, Thailand Energy Academy, Class 2
- Leadership Development Program (LDP 2) by Capital Market Academy
- Certificate Course in Good Governance for Medical Executives, King Prajadhipok's Institute and the Medical Council of Thailand, Class 8

## Work Experiences in the past 5 years

2015 – Present	<ul style="list-style-type: none"><li>Independent Director/ Chairman of Risk Management Committee of Inoue Rubber (Thailand) PCL.</li></ul>
2021 – Present	<ul style="list-style-type: none"><li>Independent Director/ Member of Audit Committee of Tong Hua Holding PCL.</li></ul>
2018 – Present	<ul style="list-style-type: none"><li>Chairman of Audit Committee/ Director of Thailand Institute of Justice (Public Organization)</li><li>Independent Director of National ITMX Co., Ltd.</li></ul>
2017 – Present	<ul style="list-style-type: none"><li>Advisor of Thai Listed Companies Association, Stock Exchange of Thailand (SET)</li><li>Advisor of Federation of Thai Capital Market Organizations (FETCO)</li></ul>
2016 – Present	<ul style="list-style-type: none"><li>Director of Bangkok Industrial Gas Co., Ltd.</li></ul>
2015 – Present	<ul style="list-style-type: none"><li>Vice Chairman of the Thai Chamber of Commerce</li></ul>
2021 – 2024	<ul style="list-style-type: none"><li>Board of Commissioner PT Chandra Asri Petrochemical Tbk, Indonesia</li></ul>
2020 – 2021	<ul style="list-style-type: none"><li>Chairman of the Audit Committee/ Risk Management Committee, Independent Director/ Chairman of Nomination and Remuneration Committee of Wind Energy Holding Co., Ltd.</li></ul>
2018 – 2020	<ul style="list-style-type: none"><li>Chairman of Expressway Authority of Thailand</li><li>Director of Provincial Electricity Authority</li><li>Director of Tiger Energy Trading Pte. Ltd. (Singapore)</li></ul>

## Director/ Management Position in other business

### Listed companies

1. Independent Director/ Audit Committee member of Tong Hua Holding PCL.

### Non-listed companies

1. Independent Director of National ITMX Co., Ltd.
2. Director of Bangkok Industrial Gas Co., Ltd.

### Other businesses

1. Chairman of Audit Committee/ Director of Thailand Institute of Justice (Public Organization)
2. Advisor of Thai Listed Companies Association, Stock Exchange of Thailand (SET)
3. Advisor of Federation of Thai Capital Market Organizations (FETCO)
4. Vice Chairman of the Thai Chamber of Commerce

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Risk Management Committee	4/4 times

## Illegal record in the past

10 years: None



**Mr. Apichart Leeissaranukul**

**Age:** 61 years

**Position:** Director

**Date of appointment:** December 30, 1993

**Shareholding Proportion(As at September 30, 2024):** 2.44%

#### Relation with directors and executives

Sibling of Mrs. Pimjai Leeissaranukul, Mr. Thanong Leeissaranukul, and Mrs. Pornpip Sethiwan

#### Education

- Honorary Doctor of Engineering in Industrial Engineering, Rajamangala University of Technology Thanyaburi
- Master's Degree in Business Administration, Oklahoma City University, U.S.A.
- Bachelor's Degree in Business Administration, University of the Thai Chamber of Commerce

**Training in 2024:** None

#### Training

##### Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) 8/2011

##### Other Training

- Industrial Business Development and Investment Program for Top Executives Class 1, Institute of Business and Industrial Development (IBID), Ministry of Industry

#### Work Experiences in the past 5 years

1993 – Present	<ul style="list-style-type: none"><li>• Director of Inoue Rubber (Thailand) PCL.</li></ul>
2024 – Present	<ul style="list-style-type: none"><li>• Chairman of Stanley Thailand Foundation</li></ul>
2021 – Present	<ul style="list-style-type: none"><li>• Director of Mitsubishi Motors Cooperation Council (Thailand)</li><li>• Director of LEO Global Logistics PCL.</li></ul>
2020 – Present	<ul style="list-style-type: none"><li>• Advisor of Thailand-Japan Association</li></ul>
2019 – Present	<ul style="list-style-type: none"><li>• Advisor of Toyota Co-operation Club</li><li>• Advisor of Investor Club Association</li></ul>
2018 – Present	<ul style="list-style-type: none"><li>• Director of THAI ASEAN-JAPAN Business Meeting (AJBM)</li></ul>
2013 – Present	<ul style="list-style-type: none"><li>• Chairman of Thai Stanley Electric PCL.</li></ul>
2006 – Present	<ul style="list-style-type: none"><li>• Director of Total Oil (Thailand) Co., Ltd.</li><li>• Director of PT. Indonesia Stanley Electric</li></ul>
2000 – Present	<ul style="list-style-type: none"><li>• Director of Vietnam Stanley Electric Co., Ltd.</li></ul>
1999 – Present	<ul style="list-style-type: none"><li>• Chairman of Lao Stanley Co., Ltd.</li></ul>
1997 – Present	<ul style="list-style-type: none"><li>• Director of Sirivit Stanley Co., Ltd.</li><li>• Director of Daido Sittipol Co.,</li></ul>

1996 – Present	• Vice Executive Chairman of Asian Stanley International Co., Ltd.
1995 – Present	• Director of Sungold Holding Co., Ltd.
1993 – Present	• Director of Pacific Industry (Thailand) Co., Ltd.
1992 – Present	• Director of Sopa-Kanok International Co., Ltd.
1993 – 2024	• Vice Chairman of Stanley Thailand Foundation
2003 – 2022	• Director of Wang Chula Co., Ltd.
2016 – 2021	• Independent Director/ Member of the Nomination and Remuneration Committee of LEO Global Logistics PCL.

## Director/ Management Position in other business

### Listed companies

1. Chairman of Thai Stanley Electric PCL.
2. Director of LEO Global Logistics PCL.

### Non-listed companies

1. Director of Total Oil (Thailand) Co., Ltd.
2. Director of PT. Indonesia Stanley Electric
3. Director of Vietnam Stanley Electric Co., Ltd.
4. Chairman of Lao Stanley Co., Ltd.
5. Director of Sirivit Stanley Co., Ltd.
6. Director of Daido Sittipol Co., Ltd.
7. Vice Executive Chairman of Asian Stanley International Co., Ltd.
8. Director of Sungold Holding Co., Ltd.
9. Director of Pacific Industry (Thailand) Co., Ltd.
10. Director of Sopa-Kanok International Co., Ltd.

### Other businesses

1. Advisor of Thailand-Japan Association
2. Advisor of Investor Club Association
3. Chairman of Thai Stanley Foundation
4. Advisor of Toyota Co-operation Club
5. Director of Mitsubishi Motors Cooperation Council (Thailand)
6. Director of THAI ASEAN-JAPAN Business Meeting (AJBM)

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

## Illegal record in the past

10 years: None





Mrs. Porntip Sethiwan

Age: 57 years

Position: Director

Date of appointment: December 30, 1993

Shareholding Proportion (As at September 30, 2024): 2.54%

#### Relation with directors and executives

Siblings: Mrs. Pimjai Leeissaranukul, Mr. Thanong Leeissaranukul, and Mr. Apichart Leeissaranukul

#### Education

- Bachelor's degree in Business Administration, Chulalongkorn University

Training in 2024: None

#### Training

##### Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) Class 5/2003
- Role of the Compensation Committee (RCC) Class 17/2013

#### Work Experiences in the past 5 years

1993 – Present	• Director of Inoue Rubber (Thailand) PCL.
2006 – Present	• Director of IRC (Asia) Research Ltd.
1996 – Present	• Vice-Chairman of Bike Clinic Co., Ltd. • Director of Daido Sittipol Co., Ltd.
1993 – Present	• Director of Sopa-Kanok International Co.,Ltd.
1990 – Present	• Executive Director of the Sittipol 1919 Co., Ltd. • Managing Director of Pacific Industry (Thailand)
1986 – Present	• Director of Seng Guan Hong Co., Ltd.
1980 – Present	• Director of Thai Stanley Electric PCL.
2003 – 2022	• Director of Wangchula Co., Ltd.
2014 – 2020	• Managing Director of Pacific Auto Parts (Thailand) Co., Ltd.

## Director/ Management Position in other business

### Listed companies

1. Director of Thai Stanley Electric PCL

### Non-listed companies

1. Director of IRC (Asia) Research Ltd
2. Vice-Chairman of Bike Clinic Co., Ltd.
3. Director of Daido Sittipol Co., Ltd.
4. Director of Sopa-Kanok International Co.,Ltd.
5. Executive Director of the Sittipol 1919 Co., Ltd.
6. Managing Director of Pacific Industry (Thailand) Co., Ltd.
7. Director of Seng Guan Hong Co., Ltd.

**Other businesses:** None

### Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

Illegal record in the past

10 years: None



Mr. Kenjiro Miwa

Age: 64 years

Position: Director

Date of appointment: January 29, 2024

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

#### Education

- Bachelor's degree in Commerce, Department of Commercial Science, Kansei Gakuen University

Training courses in 2024: None

Training: None

#### Work Experiences in the past 5 years

2024 – Present	• Director of Inoue Rubber (Thailand) PCL.
2022 – Present	• Director of Sungold Holdings Co., Ltd.
2016 – Present	• Representative director of Inoac Corporation Co., Ltd.
2013 – Present	• Director of Asian Inoac Co., Ltd. • Director of Bangkok Foam Co., Ltd.
2006 – Present	• Director of Inoac (Thailand) Co., Ltd.

#### Director/ Management Position in other business

Director/ Management Position in other business: None

#### Listed companies

1. Director of Sungold Holdings Co., Ltd.
2. Representative Director of Inoac Corporation Co., Ltd.
3. Director of Asian Inoac Co., Ltd.
4. Director of Bangkok Foam Co., Ltd.
5. Director of Inoac (Thailand) Co., Ltd.

Other businesses: None

#### Meeting Attendance in 2024

Board of Director's Meeting	4/4 times
Board of Director's Meeting (Non-Executive Directors)	1/1 time

#### Illegal record in the past

10 years: None



Mr. Hideo Oya

Age: 66 years

Position: Director

Date of appointment: November 24, 2023

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

#### Education

- Bachelor's Degree in Law, Ritsumeikan University, Japan

Training courses in 2024: None

#### Training

Thai Institute of Directors Association (IOD): None

#### Work Experiences in the past 5 years

2023 – Present	<ul style="list-style-type: none"><li>• Director of Inoue Rubber (Thailand) PCL.</li><li>• Representative Director of Inoac International Co., Ltd.</li></ul>
2022 – Present	<ul style="list-style-type: none"><li>• Representative Director of Inoue Rubber Co., Ltd.</li></ul>
2018 – Present	<ul style="list-style-type: none"><li>• Director of Inoac Trading Co., Ltd.</li></ul>
2021 – 2022	<ul style="list-style-type: none"><li>• Senior Managing Executive Officer of Inoue Rubber Co., Ltd.</li></ul>
2018 – 2021	<ul style="list-style-type: none"><li>• Executive Officer of Procurement Division of Inoac Co., Ltd.</li></ul>

#### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Representative Director of Inoac International Co., Ltd.
2. Representative Director of Inoue Rubber Co., Ltd. (Japan)
3. Director of Inoac Trading Co., Ltd.

Other businesses: None

#### Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 times
Board of Director's Meeting	5/5 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

#### Illegal record in the past

10 years: None

## 2. Information of Executive Directors



Mr. Kanin Laochinda

Age: 34 years

Position: Managing Director

Date of appointment: November 24, 2023

Shareholding Proportion (As at September 30, 2024): 0.73%

Relation with directors and executives: Son of Mrs. Pimjai Leeissaranukul

### Education

- Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor Degree of Science in Business Management, Babson College, U.S.A

### Training courses in 2024

- Program of Safety Officer In Management Work by Safety and Health at Work Promotion Association (Thailand) Under Her Royal Highness Princess Maha Chakri Sirindhorn Patronage

### Training

#### Thai Institute of Directors Association (IOD)

- Risk Management Program for Corporate Leaders (RCL) 29/2022

### Work Experiences in the past 5 years

2023 – Present	<ul style="list-style-type: none"><li>• Managing Director of Inoue Rubber (Thailand) PCL.</li><li>• General Manager of Investor Relations, Executive Assistant and Legal Department of Inoue Rubber (Thailand) PCL.</li></ul>
2022 – Present	<ul style="list-style-type: none"><li>• Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.</li></ul>
2020 – Present	<ul style="list-style-type: none"><li>• General Manager, Business Development Unit of Inoue Rubber (Thailand) PCL.</li></ul>
2020 – Present	<ul style="list-style-type: none"><li>• Director of Wangchula Hi-Tech Co., Ltd.</li></ul>
2016 – Present	<ul style="list-style-type: none"><li>• Director of Suporntavit Co., Ltd.</li></ul>

### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Director of Wangchula Hi-Tech Co., Ltd.
2. Director of Suporntavit Co., Ltd.

Other businesses: None

### Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times
Risk Management Committee's Meeting	4/4 times

### Illegal record in the past

10 years: None



Mr. Akira Tokoro

Age: 59 years

Position: Managing Director

Date of appointment: May 13, 2022

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

### Education

- Bachelor's Degree in Transport Machine Engineering, Nagoya Institute of Technology, Japan

Training courses in 2024: None

Training: None

### Work Experiences in the past 5 years

2024 – Present	<ul style="list-style-type: none"><li>• Managing Director of Inoue Rubber (Thailand) PCL.</li><li>• Director and Managing Director of IRC (Asia) Research Ltd.</li></ul>
2022 – Present	<ul style="list-style-type: none"><li>• Executive Director of Inoue Rubber (Thailand) PCL.</li></ul>
2016 – 2022	<ul style="list-style-type: none"><li>• Global Tech &amp; QA Department Manager of Inoue Rubber Co., Ltd.</li></ul>

### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies:

1. Director and Managing Director of IRC (Asia) Research Ltd.

Other businesses : None

### Meeting attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times

### Illegal record in the past

10 years: None



**Ms. Witchuda Kupongsak**

**Age:** 60 years

**Position:** Executive Director of Administrative and Control Unit

**Date of appointment:** January 29, 2013

**Shareholding Proportion (As at September 30, 2024):** None

**Relation with directors and executives:** None

#### Education

- Master's Degree in Business Administration, Thammasat University
- Bachelor of Engineering, Chulalongkorn University

**Training courses in 2024:** None

#### Training

##### Thai Institute of Directors Association (IOD)

1. Director Accreditation Program Class 117/2015
2. Ethical Leadership Program Class 2/2015
3. Successful Formulation & Execution of Strategy Class 28/2013
4. Strategic Financial Leadership Program
5. Anti-corruption Program

##### Other Training

1. CEDI – Babson Entrepreneurial Leadership Program by Babson College

#### Work Experiences in the past 5 years

2015 – Present	• Executive Director of Administrative & Control Unit of Inoue Rubber (Thailand) PCL.
2024 – Present	• Director of Federation of Thai Industries
2022 – Present	• Director of Ruammitr Holding Co., Ltd.
2016 – Present	• Director of Thai Inoac Component Co., Ltd.
2001 – Present	• Director of Kinno Hoshi Engineering Co., Ltd.
1998 – Present	• Director of Inoue Rubber (Vietnam) Co., Ltd.

## Director/ Management Position in other business

Listed companies: None

### Non-listed companies

1. Director of Thai Inoac Component Co., Ltd.
2. Director of Kinno Hoshi Engineering Co., Ltd.
3. Director of Inoue Rubber (Vietnam) Co., Ltd.
4. Director of Ruammitr Holding Co., Ltd.

### Other businesses

1. Director of Federation of Thai Industries

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times

Illegal record in the past  
10 years: None





**Mr. Suchart Kootiratrakarn**

**Age:** 55 years

**Position:** Executive Director of Tire & Tube Business Unit /  
Member of Risk Management Committee

**Date of Appointment:** August 9, 2013

**Shareholding Proportion (As at September 30, 2024):** 0.008%

**Relation with Directors and executives:** None

#### Education

- Master of Business Economics, National Institute of Development Administration (NIDA)
- Bachelor of Science, Faculty of Science and Technology (Rubber Technology), Prince of Songkla University

**Training courses in 2024:** None

#### Training

##### Thai Institute of Directors Association (IOD)

1. How to Develop a Risk Management Plan Class 8/2015
2. Financial Statements for Directors Class 18/2012
3. Risk Management Committee Program Class 5/2014
4. Director Accreditation Program Class 159/2019

#### Other training

- CEDI - Babson Entrepreneurial Leadership Program by Babson College

#### Work Experiences in the past 5 years

2023 – Present	<ul style="list-style-type: none"><li>• Executive Director of Tire &amp; Tube Business Unit of Inoue Rubber (Thailand) PCL.</li><li>• Executive Director of IRC (Asia) Research Ltd.</li></ul>
2015 – Present	<ul style="list-style-type: none"><li>• Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.</li></ul>
2022 – Present	<ul style="list-style-type: none"><li>• Director of L.A Asset Co., Ltd.</li></ul>
2015 – 2023	<ul style="list-style-type: none"><li>• Deputy Executive Director of Tire &amp; Tube Business Unit of Inoue Rubber (Thailand) PCL.</li><li>• Deputy Executive Director of IRC (Asia) Research Ltd.</li></ul>

## Director/ Management Position in other business

Listed companies: None

### Non-listed companies

1. Executive Director of IRC (Asia) Research Ltd.
2. Director of L.A Asset Co., Ltd.

Other businesses: None

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past

10 years: None



**Mr. Narongchai Rattanaekkawin**

**Age:** 54 years

**Position:** Executive Director of IED Business Unit /  
Member of Risk Management Committee

**Date of Appointment:** November 24, 2014

**Shareholding Proportion (As at September 30, 2024):** 0.0063%

**Relation with directors and executives:** None

#### **Education:**

- Master of Science in Computer and Engineering Management (MS-CEM), Assumption University
- Bachelor of Science, Faculty of Science and Technology (Rubber Technology), Prince of Songkla University

**Training courses in 2024:** None

#### **Training**

##### **Thai Institute of Directors Association (IOD)**

- Successful Formulation & Execution of Strategy Class 28/2016
- How to Develop a Risk Management Plan Class 8/2015
- Risk Management Committee Program Class 5/2014
- Financial Statements for Directors Class 18/2012
- Director Accreditation Program Class 159/2019

##### **Other institution**

- Thai Railway Engineer Program, National Science and Technology Development Agency
- ISO9001:2000 Internal Auditing, Robere & Associates
- ISO/TS16949:2002 Internal Auditing, Robere & Associates
- ISO14001 Internal Auditing, Robere & Associates
- CEDI -Babson Entrepreneurial Leadership Program from Babson College

## Work Experiences in the past 5 years

2023 – Present	<ul style="list-style-type: none"><li>Executive Director of IED Business Unit of Inoue Rubber (Thailand) PCL.</li><li>Executive Director of R&amp;D Division of IRC (Asia) Research Ltd.</li></ul>
2016 – Present	<ul style="list-style-type: none"><li>Director of Kinno Hoshi Engineering Co., Ltd.</li></ul>
2015 – Present	<ul style="list-style-type: none"><li>Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.</li></ul>
2013 – Present	<ul style="list-style-type: none"><li>Director of IRC (Asia) Research Ltd.</li></ul>
2015 – 2023	<ul style="list-style-type: none"><li>Deputy Executive Director of IED Business Unit of Inoue Rubber (Thailand) PCL.</li><li>Deputy Executive Director of R&amp;D Division of IRC (Asia) Research Ltd.</li></ul>

## Director/ Management Position in other business

Listed companies: None

### Non-listed companies

1. Director of Kinno Hoshi Engineering Co., Ltd.
2. Director and Executive Director of IRC (Asia) Research Ltd.

Other businesses: None

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past  
10 years: None



Mr. Tatsuo Kubota

Age: 60 years

Position: Executive Director of IED Business Unit

Date of appointment: November 25, 2022

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

#### Education

- Bachelor Degree in Engineering, Meijo University, Japan

Training courses in 2024: None

Training: None

#### Work Experiences in the past 5 years

2022 – Present	<ul style="list-style-type: none"><li>• Executive Director of IED Business Unit of Inoue Rubber (Thailand) PCL.</li><li>• Executive Director of IRC (Asia) Research Ltd.</li></ul>
2020 – 2022	<ul style="list-style-type: none"><li>• Manager of Elastomer Engineering Division of Inoac Corporation Co., Ltd.</li></ul>
2016 – 2020	<ul style="list-style-type: none"><li>• Manager of Automotive Design and Engineering Division of Inoac Corporation Co., Ltd.</li></ul>

#### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Executive Director of IRC (Asia) Research Ltd.

Other businesses: None

#### Meeting attendance for 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times

Illegal record in the past  
10 years: None



**Ms. Praewphan Songhong**

**Age:** 54 years

**Position:** Chief Financial Officer / Executive Director /  
Member of Risk Management Committee /  
Manager of Finance Division

**Date of appointment:** May 11, 2021

**Shareholding Proportion (As at September 30, 2024):** None

**Relation with directors and executives:** None

### Education

- Master of Business Administration, Major of Finance, Eastern Asia University
- Bachelor of Business Administration, Major of Accounting, Rajamangala University of Technology Suvarnabhumi, Wasukri Campus

### Training courses in 2024

- TLCA CFO CPD No. 6/2024: “Cybersecurity & Risk Management for CFOs” by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2024: “Tax Governance” by Thai Listed Companies Association
- TLCA CFO CPD No. 2/2024: Economic Update for CFO by Thai Listed Companies Association
- TLCA CFO CPD No. 1/2024: Guidelines for improving the quality of financial reports of listed companies by Thai Listed Companies Association
- Strategic Management Accounting, Class 1/2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King
- The development of accounting systems in the digital age that is worth watching, Clas4 1/2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King
- KPMG Business Leader’s Summit 2024 : Ignite your business with innovation by KPMG
- Internal Control : Changes in the digital age innovation by Dharmniti Seminar and Training Co., Ltd.
- The implications of Generative AR for CFOs by Thai Digital Technology User Group Association
- TFAC’s Accounting Professions Summit 2024 by Federation of Accounting Professions Under the Royal Patronage of His Majesty The King

### Training

#### **Thai Institute of Directors Association (IOD)**

- Director Accreditation Program (DAP) Class 195/2022
- Financial Statements for Directors (FSD)

## The Federation of Accounting Professions

- Financial Fraud
- ESG Risk Management
- J-SOX: Internal Control, Principle concept and implementation
- Digital Transformation for Accountant Class 1/2022
- Forensic Accounting

## Other Training

- CFO & Tax Forum: Leading through change (ESG Risk Management) by EY Company Limited
- Carbon Tax by Fiscal Policy Research Institute Foundation - TFRS 9 and Accounting relief measures from covid 19 by NYC MANAGEMENT Co., Ltd.
- TFRS 9 and Related Financial Reporting Standards for Non-Financial Institutions by NYC MANAGEMENT Co., Ltd.
- Transfer Pricing between the related companies by NYC MANAGEMENT Co., Ltd.
- Strategic CFO in Capital Markets by SET

## Work Experiences in the past 5 years

2021 – Present	• Executive director of Inoue Rubber (Thailand) PCL.
2020 – Present	• Manager of Accounting Division of Inoue Rubber (Thailand) PCL.
2017 – Present	• Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.
2016 – Present	• Chief Financial Officer of Inoue Rubber (Thailand) PCL.
2017 – 2020	• Manager of Accounting and Finance Division of Inoue Rubber (Thailand) PCL.
2008 – 2017	• Senior Manager of Accounting Department of Inoue Rubber (Thailand) PCL.

## Director/ Management Position in other business

Listed companies: None

Non-listed companies: None

Other businesses: None

## Meeting Attendance in 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	5/5 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past

10 years: None



Mr. Hiroyuki Hibi

Age: 61 years

Position: Executive Director

Date of appointment: February 12, 2016

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

### Education

- Bachelor's Degree in Economics, Ritsumeikan University

Training courses in 2024: None

Training: None

### Work Experiences in the past 5 years

2016 – Present	<ul style="list-style-type: none"><li>• Executive Director of Inoue Rubber (Thailand) Public Co., Ltd.</li><li>• Director of Kinno Hoshi Engineering Co.,Ltd.</li></ul>
2021 – Present	<ul style="list-style-type: none"><li>• Commissioner of PT. Inoac Polytechno Indonesia</li></ul>
2015 – 2024	<ul style="list-style-type: none"><li>• Director of Inoac Tokai Thailand Co.,Ltd.</li></ul>
2018 – 2021	<ul style="list-style-type: none"><li>• Corporate Officer of Rubber and Elastomer Division of Inoac Co.,Ltd.</li></ul>

### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Commissioner of PT. Inoac Polytechno Indonesia
2. Director of Kinno Hoshi Engineering Co.,Ltd.

Other businesses: None

### Meeting attendance for 2024

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	3/5 times

### Illegal record in the past

10 years: None





Mr. Kazuaki Yamada

Age: 58 years

Position: Executive Director

Date of appointment: August 15, 2019

Shareholding Proportion (As at September 30, 2024): None

Relation with directors and executives: None

#### Education

- Bachelor's Degree in Accounting, Shiga University, Japan

Training courses in 2024: None

Training: None

#### Work Experiences in the past 5 years

2019 – Present	• Executive Director of Inoue Rubber (Thailand) Co., Ltd.
2021 – Present	• Accounting Manager of Inoac Housing & Construction Material Co., Ltd.
2015 – 2021	• Advisor of Inoac (Thailand) Co., Ltd.

#### Director/ Management Position in other business

Listed companies: None

#### Non-listed companies

1. Accounting Manager of Inoac Housing & Construction Material Co., Ltd

Other businesses: None

#### Meeting attendance for 2024

Annual General Meeting of Shareholders	0/1 time
Executive Committee's Meeting	1/5 times

#### Illegal record in the past

10 years: None

### 3. Information of the person assigned to take direct responsibility for accounting supervision

Ms. Pim Aroonsuntiroj

Age: 31 years

Position: Finance Department Manager

Date of appointment: 1 October 2019

Shareholding Proportion (As at 30 September 2024): None

Relation with directors and executives: None

#### Education

- Bachelor of Accountancy, Faculty of Commerce and Accountancy, Chulalongkorn University

#### Training courses in 2024

- Fast Mini MBA for New Manager in the Age of VUCA, Class 6 by Asia Market Expertise Center (AMEC), Faculty of Business Administration, Kasetsart University
- TLCA CFO CPD No. 1/2024: Guidelines for improving the quality of financial reports of listed companies by Thai Listed Companies Association
- TLCA CFO CPD No. 2/2024: Economic Update for CFO by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2024: "Tax Governance" by Thai Listed Companies Association
- 2024 Annual CFO Summit: The Finance Function of Tomorrow by BDO Audit Co., Ltd.
- CFO Forum 2024 "Shaping the Future of Finance" by EY Office Limited

#### Training

##### Federation of Accounting Professions

- From TAS18 to TFRS15 (Bridge Over Troubled Water)
- Create an understanding of the principles of drafting the new financial reporting standard TFRS16
- ESG Risk Management Course: Practical Challenges

##### Other Training

- Transfer Pricing Tax Certificate Course Class 1 by Fiscal Policy Research Institute
- Summary main point of TFRS for PAEs and important changes in 2021 by The Stock Exchange of Thailand
- How new TFRS effect to Financial Report (Analysis aspect) by NYC Management Co.,Ltd.
- TFRS 9 Accounting for Financial Instruments for Non-financial Institution by NYC Management Co.,Ltd.

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#### Work Experiences in the past 5 years

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2023 – Present	• Finance Department Manager of Inoue Rubber (Thailand) PCL.
2018 – 2023	• Chief of Accounting Analysis & Forecasting, Finance Department of Inoue Rubber (Thailand) PCL.

Illegal record in the past 10 years: None

## 4. Information of the Company Secretary

Ms. Kittunya Naruepracha

Age: 32 years

Position: Company Secretary / Chief of SET & EA Department

Date of appointment: 9 November 2018

Shareholding Proportion (As at 30 September 2024): None

Relation with directors and executives: None

### Education

- Master Degree of Financial Economics, University of Exeter, UK
- Bachelor Degree of Economics (International Course), Chulalongkorn University

### Training courses in 2024

- Q&A Observations on the preparation of 56-1 One Report by Thai Listed Companies Association
- Roles and responsibilities of AC, IA and CFO to enhance corporate governance by Thai Listed Companies Association
- Three-Lines of Defense Model & GRC by Thai Listed Companies Association
- Roles and responsibilities of the company secretary by Thai Listed Companies Association
- IR Sharing 1/2024: “IR Communications Practices” by Thai Listed Companies Association
- AGM Notice / Board Resolution by Thai Listed Companies Association
- Insight in SET: Know all around for sustainable growth in the capital market No. 3/2024 by The Stock Exchange of Thailand
- IT VISION 2024: Sustainable Tech by The Stock Exchange of Thailand
- Increase awareness and knowledge about biodiversity by Securities and Exchange Commission
- Corporate Value Enhancement via Risk Management by The Stock Exchange of Thailand

### Training

#### Thai Institute of Directors Association (IOD)

- Certificate in Investor Relations 2017
- Fundamentals for Corporate Secretaries
- Anti-Corruption: The Practical Guide (ACPG 45/2018)

#### Thai Listed Companies Association

- Directors Nomination and Appointment
- Techniques for preparing minutes of meetings
- Preparing for PDPA Enforcement for Company Secretary
- Putting Circular Economy Principles into Practice

## Other Training

- Preparation of reports on conflicts of interest and policies on the use of inside information by Thai Listed Companies Association
- ESG disclosure guidelines in One Report by Thai Listed Companies Association
- Principle of Good Corporate Governance of listed company in 2017
- Assist your BOD in leading through disruptions with CG perspective: CG Code Workshop from Deloitte

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## Work Experiences in the past 5 years

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2018 – Present	• Company Secretary and Secretary of Audit Committee, Inoue Rubber (Thailand) PCL
2023 – Present	• Chief of SET & EA Department, Inoue Rubber (Thailand) PCL
2017 – 2023	• Chief Investor Relations, Inoue Rubber (Thailand) PCL
2017 – 2018	• Secretary of Good Corporate Governance and Social Responsibility Committee, Inoue Rubber (Thailand) PCL • Secretary of Risk Management Committee, Inoue Rubber (Thailand) PCL

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Illegal record in the past 10 years: None

Director		Subsidiaries		Related Companies
		IAR	KIN	IRV
Mrs. Pimjai	Leeissaranukul	/, //, X	/, //, X	-
Mr. Shigeki	Yamada	-	/, //, X	-
Mr. Thanong	Leeissaranukul	/	-	-
Mrs. Porntip	Sethiwan	/	-	-
Mr. Akira	Tokoro	/, //, X	-	-
Ms. Witchuda	Kupongsak	-	/	/
Mr. Narongchai	Rattanaekkawin	/, //	/	-
Mr. Suchart	Kootiratrakarn	//	-	-
Mr. Tatsuo	Kubota	//	-	-
Mr. Hiroyuki	Hibi	-	/	-
Mr. Hiroshi	Harada	-	/	-
Mr. Pattraphon	Putthasuwon	-	/	-
Mr. Bancha	Yutthaworakool	-	//	-

Data as at September 30, 2024

Symbols indicate positions

/ = Director

// = Executive Director

X = Authorized Signatory Director

IAR = IRC (ASIA) RESEARCH LIMITED

KIN = KINNO HOSHI ENGINEERING COMPANY LIMITED

IRV = INOUE RUBBER VIETNAM COMPANY LIMITED

Ms. Monnapat Phumirattanajarin  
P&L Corporation Company Limited  
Position: Internal audit supervisor

#### Educational qualification:

- Master of Accounting Program Executive Accounting Faculty of Commerce and Accountancy Chulalongkorn University
- Bachelor of Accounting, Accounting Program, Faculty of Accountancy, Dhurakij Pundit University

#### Certificate

- Certified Professional Internal Audit of Thailand (CPIAT), The Institute of Internal Auditors of Thailand (IIAT)
- Internal Auditing Certificate Program (IACP), Thailand Federation of Accounting Professions (TFAC)
- CAC SME Independent Auditor Certification, Thai Institute of Directors Association (IOD)
- ICDL Data Protection Certification, Digital Skills Development and Testing Institute (DDTI)

#### Training in the past 3 years

- Data Leak Protection Basic 1/67 by Thai Federation of Accounting Professions (TFAC)
- COSO ERM 2017 (COSO Enterprise Risk Management-Integrated Framework) 1/66
- PDPA (Personal Data Protection Act B.E. 2562) : Principles and Practices
- The project to promote knowledge in legal compliance for accountant Class 6, Business Accounting Division, The Department of Business Development.
- Internal control of legal compliance important to the sustainability of the business and accounting for derivatives and hedging, Faculty of Commerce and Accountancy Alumni Association Chulalongkorn University.
- How to Become an Effective Internal Auditor N0. 2/2565 Thai Federation of Accounting Professions (TFAC).

#### Internal auditing work experience

- Initial Public Offering (IPO) ; Hospital and Health care business, Production business (Food, Animal feed, Automotive and Packaging), Hotel and restaurant business, Transportation business (Land, Marine and Airline), Energy business.
- Securities Exchange of Thailand (SET) and Market for Alternative Investment (mai) ; Production business (Food & Non food), Wholesale and Retail business, Personal loan, Debt Audtion and Real estate.
- Others ; Education Business, Production and distribution

## Work experience

- Vice President, P&L Internal Audit Co., Ltd.
- Senior Internal audit manager, P&L Internal Audit Co., Ltd.
- Internal audit manager, P&L Internal Audit Co., Ltd.
- Marketing Officer, Seamico Securities PLC.
- Assistant Teacher, Dhurakij Phundit University (Accountancy Faculty)
- Accountant staff, Sustainable Energy Association

Relation with Directors and executives: None

The details of important assets used in the Company's business operations and subsidiaries as of September 30, 2024 are as follows:

### 1. Primary Fixed Assets

Types of Assets	Types of Asset Ownership	Book Value (million baht)	Obligation
<b>Lands</b>			
Thanyaburi District, Pathum Thani Province Area: 34 rai, 1 ngan, 69 square wa	Sole Ownership	21.35	No Obligation
Wang Noi District, Ayutthaya Province Area: 52 rai, 1.5 square wa	Sole Ownership	105.56	No Obligation
<b>Office Buildings and Factories</b>			
Thanyaburi District, Pathum Thani Province	Sole Ownership	86.89	No Obligation
Wang Noi District, Ayutthaya Province	Sole Ownership	83.96	No Obligation
Machinery and Equipment	Sole Ownership	966.88	No Obligation
Other Equipment	Sole Ownership	19.55	No Obligation
Investment Property	Sole Ownership	9.02	No Obligation
Vehicles	Sole Ownership	7.73	No Obligation
Computer Programs	Sole Ownership	36.14	No Obligation
Projects Under Construction	Sole Ownership	169.36	No Obligation



## 2. Intangible Assets

Inoue Rubber (Thailand) Public Co., Ltd. and the subsidiaries have trademarks and patents of their products as follows:

Types of Products	Coverage expiration date
Trademarks	
ค39894	29/05/2577
ค65995	29/05/2577
ค63317	29/05/2577
ค50143	15/11/2569
ค94164	03/06/2572
ค234953	19/12/2567
ค311326	05/10/2571
ค333569	26/01/2573
171121782	13/12/2568
211122851	31/08/2573
191115220	21/12/2570
บ5933	17/07/2569
Patents	
61462	5/07/2568
18568	24/04/2572
18843	17/09/2573
19430	28/11/2572
88170	27/05/2573
89079	27/05/2573

### Investment in Subsidiaries and Associates Policy

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

### Information Disclosure on the Asset Valuation

The Company has been revalued its assets during the accounting period as of September 30, 2024 by Future Appraisal Co., Ltd. and Agency for Real Estate Affairs Co., Ltd. The aforementioned companies are independent appraisers with both qualifications and experience in the locations and types of investment property being valued (The details are in Note 16 of the financial statements).



Please scan QR Code to see the Good Corporate Governance Policy or on the Company's website



<http://www.ircthailand.com/th/investor/corporate/charters>

## Economics Performance

GRI	Topics	Unit	2022	2023	2024
Disclosure 201-1	Revenue				
	Sales and services	Million THB	5,883.16	5,417.21	4,580.61
	Total Revenue	Million THB	5,951.09	5,476.96	4,795.50
	Net profit	Million THB	109.94	159.77	311.50
	EBITDA	Million THB	483.26	512.99	678.67
	Expenditure for income contribution to stakeholders				
	COGs	Million THB	5,442.81	4,926.64	4,030.81
	Employee benefit obligations	Million THB	285.81	297.15	305.83
	Corporate Income Tax / Tax payment to government and local authorities	Million THB	12.38	10.33	50.82
	Community Investment / Community and Social Development	Million THB	1.53	1.6	0.759
	Dividend payment to shareholders (waiting for 2022AGM approval)	Million THB	55.93	80.30	192.21
Dividend payment to shareholders	Million THB	0.29	0.42	0.87	
Disclosure 204-1	Supply Chain Management				
	Local purchases of goods and services	Million THB	3,118.86	2,644.01	1,827.17
	Percentage of local purchases of goods and service	Percentage	79.70	81.75	76.48
Disclosure 205-2	Anti-corruption				
	Percentage of employees that acknowledge anti-corruption policies	Percentage	100	100	100
	Confirmed incidents of corruption and action taken	Percentage	0	0	0

## Social Performance

GRI	Topics	Unit	2022	2023	2024
Disclosure 102-8	1. Employment*				
	*The Company has an exclusive employment policy. There are no temporary, part-time, or self-employment and no seasonal difference in manpower				
Disclosure 401-1	Employee	Persons	1,319	1,288	1,217
	By Gender:				
	Male	Persons	830	827	777
	Female	Persons	489	461	440
	By Level				
	<b>Worker/ Skilled Worker</b>				
	Male	Persons	390	455	350
	Female	Persons	412	313	338
	<b>Total</b>	<b>Persons</b>	<b>802</b>	<b>768</b>	<b>688</b>
	<b>Staff Level</b>				
	Male	Persons	12	11	10
	Female	Persons	23	23	23
	<b>Total</b>	<b>Persons</b>	<b>35</b>	<b>34</b>	<b>33</b>
	<b>Foreman Level</b>				
	Male	Persons	172	172	173
	Female	Persons	18	21	22
	<b>Total</b>	<b>Persons</b>	<b>190</b>	<b>193</b>	<b>195</b>
	<b>Chief Level</b>				
	Male	Persons	133	138	144
	Female	Persons	97	89	88
<b>Total</b>	<b>Persons</b>	<b>230</b>	<b>227</b>	<b>232</b>	
<b>Specialist Level</b>					
Male	Persons	8	6	10	
Female	Persons	1	1	11	
<b>Total</b>	<b>Persons</b>	<b>9</b>	<b>7</b>	<b>11</b>	

GRI	Topics	Unit	2022	2023	2024
Disclosure 102-8	<b>Manager Level</b>				
	Male	Persons	31	35	33
Disclosure 401-1	Female	Persons	10	11	13
	<b>Total</b>	<b>Persons</b>	<b>41</b>	<b>46</b>	<b>46</b>
	<b>Division Manager</b>				
	Male	Persons	7	8	6
	Female	Persons	1	1	1
	<b>Total</b>	<b>Persons</b>	<b>8</b>	<b>9</b>	<b>7</b>
	<b>Top Management</b>				
	Male	Persons	2	2	3
	Female	Persons	2	2	2
	<b>Total</b>	<b>Persons</b>	<b>4</b>	<b>4</b>	<b>5</b>
	<b>By Age</b>				
	Less than 30	Persons	188	180	173
	Between 30-50	Persons	970	908	870
	More than 50	Persons	161	200	174
	<b>By Generation</b>				
	Baby Boomer age 55-73 years	Persons	49	37	2
	GEN X age 40-54 years	Persons	647	637	481
	GEN Y age 22-39 years	Persons	622	580	580
	GEN Z age less than 22 years	Persons	1	34	154
	<b>By Area</b>				
	Rangsit site	Persons	691	658	634
	Wangnoi site	Persons	628	630	583
	<b>By Business unit</b>				
	Admin & Control	Persons	127	115	116
	Motorcycle Tire & Tube	Persons	563	539	513
	IED	Persons	491	497	455
	IRC (Asia) Research Co., Ltd	Persons	117	117	113
	Kinno Hoshi Engineering Co., Ltd.	Persons	21	20	20

GRI	Topics	Unit	2022	2023	2024
Disclosure 102-8	Total Employees Turnover	Persons	105	161	135
	By Gender				
Disclosure 401-1	Male	Persons	65	111	93
	Female	Persons	40	50	42
	By Age				
	Less than 30 years	Persons	58	81	41
	Between 30-50 years	Persons	28	58	48
	More than 50 years	Persons	19	22	46
	By Area				
	Rangsit site	Persons	54	73	60
	Wangnoi site	Persons	51	88	75
	Total New Employees	Persons	80	101	81
By Gender					
Male	Persons	50	76	61	
Female	Persons	30	25	20	
By Age					
Less than 30 years	Persons	75	89	70	
Between 30-50 years	Persons	5	12	11	
More than 50 years	Persons	0	0	0	
By Area					
Rangsit site	Persons	45	41	36	
Wangnoi site	Persons	35	60	45	
Disclosure 401-3	Parental Leave				
	Parental Leave	Persons	8	12	7
	Employees back to work after parental leave	Persons	8	12	7
Disclosure 404-1	2. Employee Development				
	Total training hours	Hour	34,923	38,905	38,085
	Average training hours	Hour/employee	36	30	29

GRI	Topics	Unit	2022	2023	2024
Disclosure 404-1	By Gender				
	Male	Hours/ Person/ Year	37.59	47.30	45.78
	Female	Hours/ Person/ Year	36.00	42.19	43.65
	By Level				
	Worker/ Skilled Worker	Hours/ Person/ Year	40.47	38	21.95
	Staff level	Hours/ Person/ Year	26.05	35.00	18.00
	Foreman level	Hours/ Person/ Year	38.18	43.00	22.00
	Chief level	Hours/ Person/ Year	40.26	47.00	32.00
	Manager up level	Hours/ Person/ Year	25.94	25.39	29.00
	Reskill-Upskill Program	Program	18	21	20
Disclosure 412-2	3. Labour and Human Rights				
	Total hours of employee training to human right policies or procedures concerning aspects of human rights	Percentage	100.00	100.00	100.00
	Labour and Human Right Complaint	Case	0	0	0
Disclosure 403-1	4. Occupational Health and Safety				
	Percentage of total workforce represented in formal joint management				
	Worker health & safety members	Percentage	100	100	100
	Injuries, Illness, Fatalities, and Safety in Production Processes				
	Total work hour				
	Employees	Hours	3,748,258	2,832,736	3,290,497
	Worker controlled by IRC	Hours	569,532	547,271	558,402

GRI	Topics	Unit	2022	2023	2024
Disclosure 403-1	Total Recordable Injuries Case (TRIC)				
	Employees	Persons	7	10	9
	Worker controlled by IRC	Persons	2	2	2
	Lost Time Accident (LWC)				
	Employees	Case	1	2	2
	Worker controlled by IRC	Case	0	1	1
	Fatalities				
	Employees	Case	0	0	0
	Worker controlled by IRC	Case	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)				
	Employees	Person/ Million man-hr	0.48	1.45	1
	Worker controlled by IRC	Person/ Million man-hr	0	0	0
	Lost Time Injury Frequency Rate (TRIR)				
	Employees	Person/ Million man-hr	3.98	5.35	5
	Worker controlled by IRC	Person/ Million man-hr	3.51	0.17	2
	Injury Frequency Rate (IFR)				
	Employees	Person/ Million man-hr	0.48	1.70	1
	Worker controlled by IRC	Person/ Million man-hr	0.00	0.17	0
	Occupational Disease Rate (ODR)				
	Employees	Persons	0	0	0
Worker controlled by IRC	Persons	0	0	0	
Disclosure 403-1	Lost Day Rate				
	Employees	Percentage	42.53	1.62	2
	Accidents in the production process	Case	9	12	11
	* Injuries are excluded first aid in the injury rate (IR) and lost day count begins the scheduled work day after the accident				



GRI	Topics	Unit	2022	2023	2024
	Safety Day Activity				
	Target	Percent of total employees	30%	90%	90%
	Operational Result	Percentage	50%	92%	92%
	Safety Simulation Room				
	Target	Percent of total employees	100.00%	100.00%	100.00%
	Operational Result	Percentage	98.40%	100.00%	100.00%
	Fire Evacuation Drill				
	Target	Times / year	1	2	2
	Operational Result	Times / year	1	2	2
Disclosure 102-43	5. Customer Responsibility				
	Customer Satisfaction survey				
	Tire-Tube Business Unit	Percentage	94.84	94.94	94.89
	IED Business Unit	Percentage	91.00	93.50	92.25
Disclosure 416-2	No. of incidents of non-compliance with regulations and voluntary codes concerning customers' safety	Case	0	0	0
Disclosure 417-2	No. of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling	Case	0	0	0
Disclosure 417-3	No. of incidents of non-compliance with regulations and voluntary codes concerning marketing communication	Case	0	0	0
Disclosure 418-1	No. of incidents of substantiated compliances regarding breaches of customer privacy	Case	0	0	0
Disclosure 414-1	6. Supplier Social Assessment				
	New suppliers screened by Human Rights criteria	Percentage	100	100	100
	New suppliers screened by Labour Practice criteria	Percentage	100	100	100
	New suppliers screened by negative impacts on society criteria	Percentage	100	100	100

GRI	Topics	Unit	2022	2023	2024
Disclosure 414-2	Number of suppliers subjected to Human Rights	Case	0	0	0
	Number of suppliers subjected to Labour Practice	Case	0	0	0
	Number of suppliers subjected to negative impacts on society	Case	0	0	0
Disclosure 419-1	7. Socioeconomic Compliance				
	Number of fines for non-compliance with laws and regulations	Case	0	0	0
	Amount of fines for non-compliance with laws and regulations	Baht	0	0	0

## Environmental Performance

GRI	Topics	Unit	2022	2023	2024
Disclosure 302-3	Total Energy Consumption within the Organization	GJ	321,371	286,512	296,801
	Non-Renewable Energy Consumption				
	Energy				
	Natural Gas (LPG)	GJ	14,569	2,435	2,235
	Bunker oil/ Fuel oil	GJ	159,701	151,085	164,859
	Electricity and steam				
	Electricity	GJ	145,980	132,015	123,781
	Steam	GJ	0	0	0
	Other				
	Renewable Energy				
	Solar	GJ	7,884	8,344	9,015
	Biomass and Biogas	GJ	0	0	0
	Energy Intensity	GJ/production tons	17.51	17.71	19.04
Disclosure 302-4	Reduction of energy consumption				
	Electricity	GJ	1,629	7,547	3,632
	Steam	GJ	0	0	-
Disclosure 305-1	Bunker oil / Fuel oil	GJ	0	0	1,068
	Greenhouse gas (GHG) emission				
Disclosure 305-1	Direct GHG emission from production processes (SCOPE 1)	tCO <sub>2</sub> e	14,069	12,797	13,359
	Indirect GHG emission from power and biogas purchased (SCOPE 2)	tCO <sub>2</sub> e	21,666	18,362	17,094
Disclosure 305-4	GHGs Emission Intensity				
	Rangsit	tCO <sub>2</sub> e / production tons	1.40	1.39	1.48
	Wangnoi	tCO <sub>2</sub> e / production tons	0.55	0.47	0.49

GRI	Topics	Unit	2022	2023	2024
Disclosure 305-7	Air emissions				
	CO <sub>2</sub>	Tons	NONE	NONE	NONE
	Total Suspended Particulate Matter: TSP	Tons	NONE	NONE	NONE
	TSP Intensity	Tons / Production tons	NONE	NONE	NONE
Disclosure 303-1	Water				
	Total water used	m <sup>3</sup>	173,745	168,516	145,100
	Water supply used	m <sup>3</sup>	103,695	109,419	96,727
	Ground water used	m <sup>3</sup>	70,050	59,097	48,373
	Water used from other sources	m <sup>3</sup>	0	0	0
	Water Intensity	m <sup>3</sup> / production tons	9.39	10.00	10.06
Disclosure 303-3	Reused and Recycled water	m <sup>3</sup>	14,164	24,191	19,177
	Percentage of water recycled and reused to total water withdrawal	Percentage	15	27.75	21.38
Disclosure 306-1	Effluent				
	Biochemical Oxygen Demand: BOD	mg/l	4.13	3.05	3.55
	Chemical Oxygen Demand: COD	mg/l	31.00	32.00	42.50
	Oil and Grease	mg/l	3.15	3.00	3.75
	Total Dissolved Solid: TDS	mg/l	405.50	398.00	233.50
Disclosure 306-2	Waste Disposal				
	Total waste	Tons	3,401	1,175	2,660
	Hazardous waste				
	Hazardous waste that cannot be sold	Tons	563.95	182	354.12
	Hazardous waste that can be sold	Tons	67.15	4	40.34
	Hazardous waste that can be sold	Baht	323,700	43,540	225,717

GRI	Topics	Unit	2022	2023	2024
	Non-hazardous Waste			-	-
	Recycling of non-hazardous waste	Tons	2,777	989	2,266
Disclosure 306-2	Return from selling	Baht	878,301	6,242,838	6,953,346
Disclosure 306-3	Oil and Chemical spills				
	Number of significant oil and chemical spills (more than 100 Barrels each)	Case	0	0	0
Disclosure 308-1	Supply Chain Management				
	New suppliers/ key suppliers were self-assessed on SCOC criteria	Percentage	100	100	0
Disclosure 307-1	Environmental Compliance				
	Number of significant fines associated with environmental law violation	Case	0	0	0
Disclosure 308-1	New suppliers were self-assessed on SCOC criteria	Percentage	100	100	100
Disclosure 308-2	New suppliers found environmental issues	Case	0	0	0



**DRIVE**  
**THE CREATIVE**  
**INNOVATION**

A network diagram on the left side of the text, consisting of five white dots connected by thin white lines, forming a complex, interconnected shape.A network diagram on the right side of the text, consisting of five white dots connected by thin white lines, forming a complex, interconnected shape.



# DRIVE

## The Creative

### Innovation



Inoue Rubber (Thailand) Public Company Limited

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