



TATASTEEL (THAILAND)

Annual Report
2020-21

**WE
CARE**

OUR MISSION

To develop and supply value added steel and build long term relationship with stakeholders based on trust and care

OUR VISION

Best in class in ASEAN in Value Creation
for Stakeholders and Corporate Citizenship

OUR VALUES



- **UNITY**

Invest in employees and partners and build strong relationships

- **PIONEERING**

Be bold and be first, develop innovative solutions

- **RESPONSIBILITY**

Treat environment and society as integral parts of our business

- **EXCELLENCE**

Achieve highest standards of quality in whatever we do

- **INTEGRITY**

Do the right thing and align with Tata Code of Conduct



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CONSOLIDATED AND
SEPARATE FINANCIAL
STATEMENTS



OUR COMMITMENT



Quality

Best in Class,
Reliable and High
Standard Products



Services

By Qualified
Professionals





Availability

Complete range,
available throughout
the country





CONSOLIDATED FINANCIAL HIGHLIGHTS

Unit : Million Baht

Financial Statements	FY21	FY20	FY19	FY18	FY17
Statement of Income					
Revenue from sales and related services	22,017	20,125	22,222	22,246	19,701
Gross Profit	1,484	746	603	1,572	1,956
EBITDA	1,357	719	448	1,256	1,690
Profit (loss) before income tax expense	688	111	(148)	585	441
*Profit (loss) for the year	631	48	(188)	455	214
Statement of Financial Position					
Total Assets	13,000	10,864	12,150	12,673	12,937
Total Liabilities	3,120	1,805	3,115	3,446	4,172
Total Shareholders' Equity	9,880	9,059	9,035	9,227	8,765
Issued and Fully Paid of Share Capital	8,422	8,422	8,422	8,422	8,422

Note * Profit (loss) attributable to owners of the parent is after the adjustment of one-off items as below:

FY21 Provision for impairment of MBF assets 117 MB.

FY20 Provision for employee benefit for change in labour law in relation to severance pay 68 MB.

FY18 Provision for impairment of non-current asset classified as held-for-sale of 61 MB.

FY17 a) Impairment of MBF Asset 528 MB in line with TAS No.36 (Revised 2015).

b) Provision / write-off of obsolete fixed assets /old raw material inventory 90 MB.

c) Write off the income tax refund of previous years 100 MB.

Financial Ratios	FY21	FY20	FY19	FY18	FY17
Liquidity Ratio					
1. Current Ratio	2.63	2.72	1.73	1.78	1.40
Efficiency Ratio					
2. Fixed Asset Turnover Ratio	8.03	6.63	6.87	6.38	4.60
3. Total Asset Turnover Ratio	1.86	1.76	1.80	1.74	1.53
4. Accounts Receivable Turnover Ratio	25.34	31.53	23.81	20.49	24.83
5. Average Collection Period (Days)	14.40	11.58	15.33	17.81	14.70
6. Inventory Turnover Ratio	6.87	6.80	6.49	6.27	6.56
Debt Management Ratio					
7. Debt to Assets Ratio (%)	24.00	16.61	25.64	27.19	32.25
8. Debt to Equity Ratio	0.32	0.20	0.34	0.37	0.48
9. EBITDA Coverage Ratio	31.54	13.77	5.63	15.13	16.72
Profitability Ratio					
10. Earnings (Loss) per Share (Baht)	0.07	0.01	(0.02)	0.05	0.03
11. Net Profit Margin (%)	2.85	0.24	(0.84)	2.04	1.09
12. Return on Asset (%)	5.28	0.42	(1.52)	3.55	1.66
13. Return on Equity (%)	6.65	0.53	(2.06)	5.05	2.47

1. Current Ratio : Current Assets / Current Liabilities

2. Fixed Asset Turnover Ratio : Total Revenues / Net Fixed Assets (average) [Total Revenues : Revenue from sales and related services + Other income] [Net Fixed Assets : Property, plant and equipment + Intangible]

3. Total Asset Turnover Ratio : Total Revenues / Total Assets (average)

4. Accounts Receivable Turnover Ratio : Turnover / Trade Receivable (average) [Turnover : Revenue from sales]

5. Average Collection Period : 365 days / Accounts Receivable Turnover Ratio

6. Inventory Turnover Ratio : Cost of sales / Inventory (average)

7. Debt to Assets Ratio : Total Liabilities / Total Assets

8. Debt to Equity Ratio : Total Liabilities / Total Attributions to Owners of the Parent Company

9. EBITDA Coverage Ratio : EBITDA / Finance costs (EBITDA : Profit before Finance Costs, Income Tax Expense, Depreciation, Amortization and Exceptional Items)

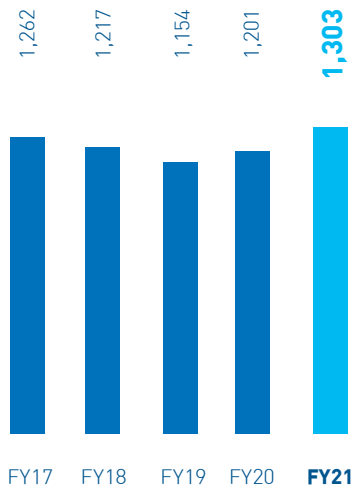
10. Earnings (Loss) per Share : Profit (Loss) after tax / Weighted average number of ordinary shares

11. Net Profit Margin : Profit (Loss) after tax / Total Revenues

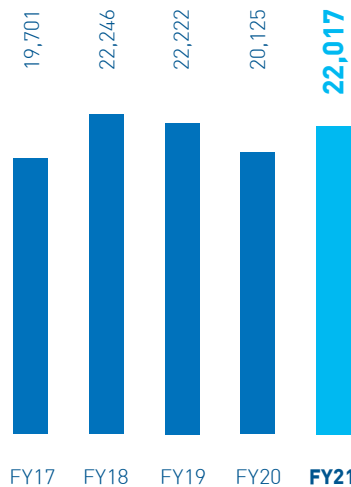
12. Return on Asset : Profit (Loss) after tax / Total Assets (average)

13. Return on Equity : Profit (Loss) after tax / Total Attributions to Owners of the Parent Company (average)

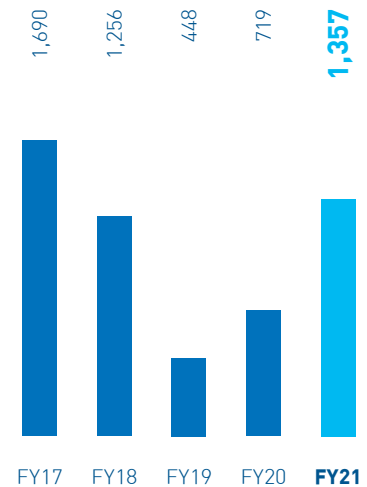
SALE VOLUME (Thousand Ton)



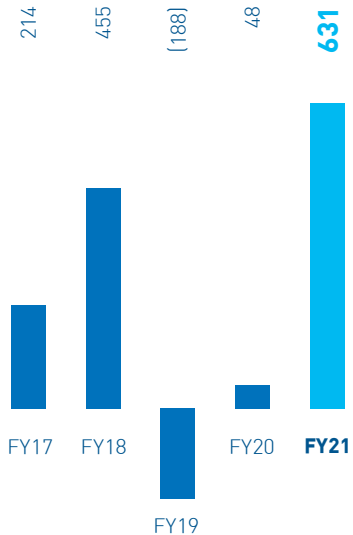
REVENUE FROM SALES AND RELATED SERVICES (Million Baht)



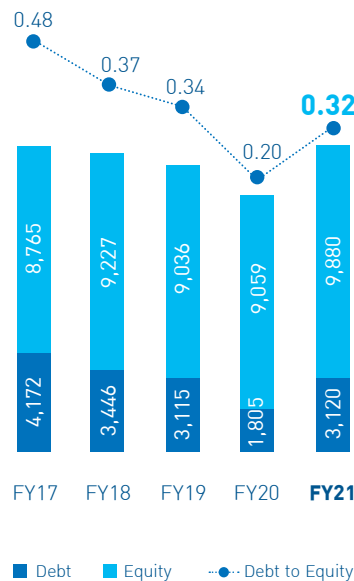
EBITDA (Million Baht)



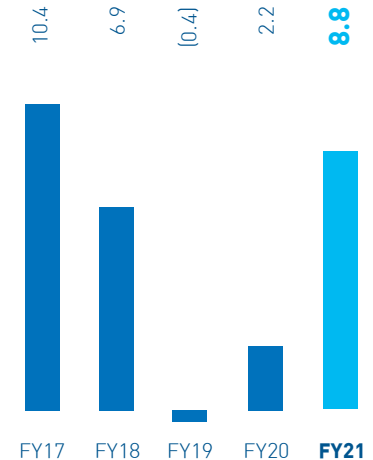
*PROFIT (LOSS) FOR THE YEAR (Million Baht)



DEBT TO EQUITY (Times)



RETURN ON INVESTED CAPITAL (%)



* Profit (loss) attributable to owners of the parent

FY21 Provision for impairment of MBF assets 117 MB.

FY20 Provision for employee benefit for change in labour law in relation to severance pay 68 MB.

FY18 Provision for impairment of non-current asset classified as held-for-sale of 61 MB.

FY17 a) Impairment of MBF Asset 528 MB

b) Provision / write-off of obsolete fixed asset / old raw material inventory 90 MB.

c) Write off the income tax refund of previous years 100 MB.



GENERAL INFORMATION

Company's name:

Tata Steel (Thailand) Public Company Limited
(Formerly known as Millennium Steel Public Company Limited or "MS")

Registration No. :

0107545000136

Business Type :

Manufacturer and distributor of long steel products

Securities Trading Symbol :

TSTH

ISIN Number :

Local TH0692010000
Foreign TH0692010018
NVDR TH0692010R12

Established :

July 12, 2002

Listing Date :

November 29, 2002

Trading Date :

December 18, 2002

Head Office :

555 Rasa Tower 2, 20th Floor, Phaholyothin Road,
Chatuchak, Bangkok 10900, Thailand
Telephone : +66 2937 1000
Fax : +66 2937 1224
Website : <https://www.tatasteelthailand.com>

Ordinary Shares :

8,421,540,848 shares

Paid Up Capital :

8,421,540,848 Baht

Par Value :

1.00 Baht per share

Registrar :

Thailand Securities Depository Company Limited
93 Ratchadaphisek Road, Dindaeng, Bangkok 10400, Thailand
Tel : +66 2009 9000
Fax : +66 2009 9991
Email : SETContactCenter@set.or.th
<https://www.set.or.th/tsd>

Auditors :

Ms. Varaporn Vorathitikul
(Certified Public Accountant No. 4474)
PricewaterhouseCoopers ABAS Ltd. ("PwC")
15th Floor, Bangkok City Tower, 179/74-80 South Sathorn Road,
Sathorn Bangkok, 10120, Thailand
Telephone : +66 2844 1000

Filing a Complaint on Ethics :

Chairman of the Audit and Risk Management Committee
Mr. Alan Kam
Email : alank@libertasth.com

Ethics Counselor :

Mr. Sirorote Matemanosak
Tel. +66 2937 1000 Ext. 1810
Fax. +66 2937 1224
Email : sirorotem@tatasteelthailand.com

Whistle Blower Channels

TCoC Helpline: Monday-Friday at 08.30-17.30 hrs.
(except Public Holiday)
1-800-292-777 (Toll Free) or 0-2677-2800
Email: tell@thailand-ethicsline.com
Post: TCoC Helpline Services, P.O. Box 2712,
Bangrak Post Office, Bangkok 10500

Investor Relations :

Ms. Somjai Jarukitcharoon
Tel. +66 2937 1000 Ext. 3210
Fax. +66 2937 1224
Email : somjaij@tatasteelthailand.com

Corporate Communications and Activity :

Mr. Jitti Suwanvajokkasikij
Tel. +66 2937 1000 Ext. 2420
Fax. +66 2937 1224
Email : jittis@tatasteelthailand.com



SUBSIDIARY PROFILE

Tata Steel Manufacturing (Thailand) Public Company Limited

(The Company's name changed from N.T.S. Steel Group Public Company Limited on August 27, 2020)

Registration No.	0107536001273
Established	October 4, 1988
Ordinary Share	3,856,637,797 Shares
Paid Up Capital	4,627,965,356.40 Baht
Par Value	1.20 Baht per share
Held by	
Tata Steel (Thailand) Plc.	99.76%

The subsidiary operates with three manufacturing units.

1. NTS Plant:

Business Type	Manufacturer of bars, rebars and wire rods
Steel Capacity (Billet)	550,000 tons/year (EAF on scrap)
Rolling Capacity	800,000 tons/year
Factory	No. 351, Moo 6, 331 Highway, Hemaraj Chonburi Industrial Estate, Bowin, Sriracha, Chonburi 20230 Tel. +66 3834 5355 Fax. +66 3834 5350

2. SCSC Plant:

Business Type	Manufacturer of rebars
Steel Capacity (Billet)	550,000 tons/year (EAF on scrap)
Rolling Capacity	500,000 tons/year
Factory	No.1, I-7 Road, Map Ta Phut Industrial Estate, Ampher Muang, Rayong 21150 Tel. +66 3868 3968 Fax. +66 3868 3969

3. SISCO Plant:

Business Type	Manufacturer of wire rods and small sections
Steel Capacity (Billet)	300,000 tons/year (EAF on scrap)
Rolling Capacity	400,000 tons/year
Factory	No. 49 Moo 11, Tambon Bang Khamode, Ampher Ban Mor, Saraburi 18270 Tel. +66 3628 8000 Fax. +66 3628 8002

Corporate Office

Rasa Tower 2, 20th Floor, 555 Phaholyothin Road, Chatuchak, Bangkok 10900, Thailand
Tel. +66 2937 1000 Fax. +66 2937 1224

Tata Steel (Thailand) Public Company Limited. has merged the businesses of two of its subsidiaries, The Siam Construction Steel Company Limited and The Siam Iron and Steel (2001) Company Limited into Tata Steel Manufacturing (Thailand) Public Company Limited to form one operating subsidiary using the Entire Business Transfer (EBT) method. The EBT process has been completed on December 31, 2020. Consequently, the following two subsidiaries are currently under the dissolution process.

The Siam Construction Steel Company Limited

Registration No.	0105532094348
Established	October 4, 1989

The Siam Iron and Steel (2001) Company Limited

Registration No.	0105544085276
Established	September 3, 2001



MESSAGE FROM THE BOARD OF DIRECTORS



Dear Shareholders,

It is a privilege to write to you as the Chairman of the Board of Tata Steel Thailand Plc. and present the report for the financial year 2020-21.

Even with close to one and a half year into Covid pandemic, the world continues to confront social and economic strain leaving millions of people unemployed. As per International Monetary Fund, world GDP contracted by 3.3% in 2020. However quick development of the vaccine coupled with elaborate roll out plans and huge stimulus announced by many countries offers a bright future. US alone has announced a 2 Trillion Dollar plan to rebuild the infrastructure and reshape the economy of America. The world has adapted to new normal when mobility is limited. As a result, global economy is expected to strongly rebound and projected to grow at 6% in 2021. In South East Asia, ASEAN-5 economies are expected to grow at 4.9% in 2021 after witnessing a contraction of 3.4% in 2020.

As per World Steel Association, global crude steel production declined by 0.9% and reached 1,864 million tons in 2020. While production declined in most advanced economies, it grew by 1.5% in Asia. This was led by China where production reached 1,053 million tons reflecting a growth of 5.2% over 2019. China's share in world steel production now stands at 56%. As world economy recovers, global crude steel production is expected to rebound by 1.9% in 2021.

Fy21 has been like a roller coaster. First six months saw lockdowns and restriction on movement of people and goods. This resulted in an inventory depletion along the value chain. Another phenomenon observed during this period was containers getting stuck up at various ports. China controlled the spread of Covid earlier than rest of the world. Supported by huge stimulus, domestic demand of steel in China has been strong to the extent that it started importing significant volume of steel since March 2020. As economies started to recover in second half, shortage of raw materials and containers for movement of goods created in a spurt in demand. Since November 2020, the world is witnessing a surge in prices of various commodities including steel.

Thailand economy

With strict restrictions on international travel, the tourism industry was hit the hardest and came to a standstill during the pandemic year. Overall business sentiment suffered resulting in decline in private expenditure and consumption. All these impacted Thailand GDP adversely which witnessed the sharpest decline since 1997 and contracted by 6% in 2020. During the year, Government launched many schemes to support the citizens and spur demand. Expeditious release of funds helped support construction sector especially in the area of public highway and railways.

Tough market conditions impacted steel consuming sectors and the overall demand of steel in the country. Car production in the country declined by 29% over previous year. As per Iron & Steel Institute of Thailand, total finished steel consumption in the country declined by 12% year on year and reached 16.5 million tons in 2020. Due to global supply chain disruptions, decline in imports and exports was higher than decline in domestic production in the country.

Company performance

During the year, necessary steps were taken at all the locations to ensure safety and well-being of the employees. These include periodic sanitization, temperature measurements, maintaining social distancing and proactive communication. A significant proportion of employees, engaged in office worked from home. I am pleased to share that during the fiscal year 2020-21 no employee has tested positive and the company continues to deliver products and services to our valued Customers without any disruption.

The company sold over 1.3 million tons during the financial year, an increase of 8.3% over previous year. Last time it had done this volume was in 2008-09. Proportion of value added products increased from 22% in FY20 to over 30% in FY21. In view of lockdowns and supply chain disruptions in the international markets, higher priority was accorded to domestic sales. Sale of wire rods especially medium and high carbon witnessed an appreciable increase. To capitalize on strong market demand, all three manufacturing sites worked on-peak since November 2020.

With a view to have better operating and administrative synergy, the Company completed the restructuring of its three subsidiaries into one operating company during the year whereby Siam Construction Steel Company Limited and Siam Iron and Steel (2001) Company Limited have been merged with Tata Steel Manufacturing (Thailand) Plc (earlier known as N.T.S. Steel Group Public Company Limited) through Entire Business Transfer (EBT) process.

Digital drive undertaken by the company in the last few years paid rich dividends during the year. All key functions like plant operations, procurement and sales worked cohesively even when many employees were working from home. Carbon dioxide emission from manufacturing process declined during the year thereby contributing to the clean environment of Thailand. In spite of challenging situation, 100% of the employees participated in at least one corporate social responsibility program organized by the company. As a responsible corporate citizen, the company launched CSR-BOI projects to enhance sustainability of the communities around the manufacturing sites.

This was not possible without continued support and dedication of the employees. The company received many awards notable being Thailand Sustainability Investment Award from Stock Exchange of Thailand, CSR-DIW continuous award to all three

locations, Green Star award to SCSC from IEAT and Outstanding Safety Occupational Health and Working Environment award to NTS from Ministry of labour. The company's corporate governance score as declared by Stock Exchange of Thailand increased from 90 to 93.

FY 2021-22 outlook

In spite of development of vaccine, challenges related to Covid pandemic remain. Different parts of the world are witnessing new waves of infection. Countries with slower vaccine rollout, limited policy support and having high reliance on tourism that require international travel are likely to see slower recovery.

Most economies have started the vaccination rollout with full vigor. Coupled with strong demand of steel, the overall business sentiment around the world is positive. Construction and infrastructure strengthening plans announced by many countries are expected to support requirement of steel. Recent policy announcements from China suggest their greater emphasis on reducing carbon emissions and support sustainable development. This is a positive sign and expected to result in controlled production and lower exports from China. At the same time, risk of over supply remains as production level goes up around the world to service the current strong demand.

In the recent budget, Government of Thailand has planned higher outlay for public transport. With pandemic under control, private investment is expected to improve. These are positive developments for steel industry. At the same time, revival of tourism sector is expected to take longer. Thailand GDP is expected to grow by 2.5-3% in 2021. In these circumstances, your company is fully geared to support the rising demand of steel. The management team is committed to drive agility and simplification of the processes to enhance quality of service to all stakeholders. There are plans to roll out next level IT systems for Customers, employees and suppliers in FY22. The company continue to take necessary precautions to ensure that employees remain healthy and risk from exposure to Covid is minimized.

I would like to thank all our shareholders for your unstinted support over the years. I would also like to extend my gratitude to the Customers, lenders, suppliers and various government institutions. The management and entire workforce have displayed an exemplary sense of responsibility, discipline and devotion in a challenging business environment for which I am grateful.

Yours Sincerely,



Peeyush Gupta
Chairman of the Board of Directors



MR. PEEYUSH GUPTA

- Chairman of the Board of Directors
- Chairman of the Executive Committee
- Member of the Corporate Governance, Nomination and Remuneration Committee



MR. ALAN KAM

- Independent Director
- Chairman of the Audit and Risk Management Committee
- Member of the Corporate Governance, Nomination and Remuneration Committee



MR. RAJIV MANGAL

- Director
- Member of the Executive Committee
- Member of the Corporate Social Responsibility and Sustainability Committee
- President and CEO



MR. TARATORN PREMSOONTORN

- Director
- Member of the Corporate Governance, Nomination and Remuneration Committee



MR. HATASAKDI NA POMBEJRA

- Independent Director
- Member of the Audit and Risk Management Committee
- Chairman of the Corporate Social Responsibility and Sustainability Committee

MR. ASHISH ANUPAM

- Director
- Member of the Executive Committee
- Member of the Corporate Social Responsibility and Sustainability Committee



MS. ANUTTARA PANPOTHONG

- Independent Director
- Member of the Audit and Risk Management Committee
- Chairperson of the Corporate Governance, Nomination and Remuneration Committee

MR. RANGANATH RAGHUPATHY RAO

- Director
- Member of the Executive Committee



MR. PEEYUSH GUPTA

Chairman of the Board of Directors
Chairman of the Executive Committee
Member of the Corporate Governance,
Nomination and Remuneration Committee

Age : 52

Date of Appointment : October 23, 2011

No. of Shareholding : 0

Relative : None

Education / Training program

- Master of Business Administration, McGill University, Montreal, Canada
- Bachelor of Engineer (Honors), Engineering College, Kota, Rajasthan
- Chevening Scholar, Leeds University, UK
- Advanced Management Program, CEDEP, France

Working Experiences

2019 - Present : Chairman
NatSteel Holdings Pte Limited

2019 - Present : Director
Mjunction Services Limited

2019 - Present : Chairman
Indian Steel & Wire Products Limited

2014 - Present : Director
Tata Steel Downstream Processing Limited

2013 - Present : Vice President Marketing and Sales
Tata Steel Limited

2015 - 2019 : Director
Indian Steel & Wire Products Limited

2011 - 2019 : Director
TM International Logistics Limited

2012 - 2013 : President and CEO
Tata Steel (Thailand) Public Company Limited

***Board Member in Other Listed Company :** None

Authorized Director

MR. ALAN KAM

Independent Director
Chairman of the Audit and Risk Management Committee
Member of the Corporate Governance,
Nomination and Remuneration Committee

Age : 64

Date of Appointment : July 8, 2017

No. of Shareholding : 0

Relative : None

Education / Training program

- MBA, Finance, University of Denver, USA
- BSBA, Finance, University of Denver, USA
- Director Certification Program (DCP 39/2004)
- IOD-Corporate Social Responsibility Program (CSR 1/2006)
- IOD-Chartered Director Course (CDC 2/2008)
- Corporate Governance for Capital Market Intermediaries Class (CGI 0/2014)
- The Role of Chairman Program (RCP 2017)
- Strategic Board Master Class (SBM 3/2018)
- Fellow Member 2004
- Faculty Felicitator 2007
- Chartered Director 2008

Working Experiences

2020 - Present : Director
Operation Smile (Thailand) Foundation

2017 - Present : Director
Thanakorn Vegetable Oil Products Co. Ltd.

2016 - Present : Chairman of the Board of Directors
Ticketmelon Company Limited

2015 - Present : Director
Cal-Comp Holdings (Brazil) S.A.

2013 - Present : Trustee Director and Chairman of the
Investment Committee
Nambawan Super Limited,
Port Moresby, Papua New Guinea

2013 - Present : Director, Independent Director and
Chairman of the Audit Committee
Mega LifeSciences Public Co., Ltd.*

2000 - Present : Independent Director and Chairman
of the Audit Committee
Cal-Comp Electronics (Thailand)
Public Co., Ltd.*

***Board Member in Other Listed Company :** 2

MR. HATASAKDI NA POMBEJRA

Independent Director

Member of the Audit and Risk Management Committee
Chairman of the Corporate Social Responsibility and Sustainability Committee

Age : 64

Date of Appointment : March 28, 2013

No. of Shareholding : 0

Relative : None

Education / Training program

- Master of Law in International Legal Study (Business) New York University, School of Law, USA
- Master of Comparative Law University of Miami, School of Law, USA
- Bachelor of Laws (Honors) Thammasat University
- Corporate Secretary Program (CSP 4/2003)
- Director Certification Program (DCP 33/2003)
- Audit Committee Program (ACP 13/2006)
- Monitoring the IA function (MIA 7/2007)
- Monitoring Quality of Financial Report (MFR 6/2008)
- Monitoring the system of Internal Control and Risk Management (MIR 2/2008)
- Role of the Compensation Committee Program (RCC 6/2008)
- Role of Chairman Program (RCP 20/2008)
- Director Certification Program Refresher Course
- Successful Formulation and Execution Strategy (SFE 1/2008)
- Monitoring Fraud Risk Management (MFM 1/2009)
- Chartered Director class (CDC 7/2013)
- Successful Formulation & Execution Strategy (SFE 18/2013)
- How to measure the success of Corporate strategy (HMS 2/2013)
- Strategic Board Master Class (SBM 6/2019)
- IT Governance and Cyber Resilience Program (ITG 13/2020)

Working Experiences

2014 - Present : Independent Director and Member of the Audit Committee Board of Trade of Thailand

2014 - Present : Independent Director and Member of the Audit Committee Thai Chamber of Commerce

*Board Member in Other Listed Company : None

MS. ANUTTARA PANPOTHONG

Independent Director

Member of the Audit and Risk Management Committee
Chairperson of the Corporate Governance, Nomination and Remuneration Committee

Age : 49

Date of Appointment : March 20, 2018

No. of Shareholding : 0

Relative : None

Education / Training program

- MBA, Finance and Investment, George Washington University, Washington D.C., USA
- BBA, Finance and Banking (First Class Honors), Thammasat University
- Director Certificate Program Class (DCP 265/2018)
- Strategic Board Master Program (SBM 6/2019)

Working Experiences

June 2021 - Present : Chief People Officer
Central Retail Corporation Public Company Limited

2019 - May 2021 : Member of Group Executive Committee - Group HR and Talents Siam City Cement Public Company Limited

2017 - May 2021 : Senior Vice President (People and Organizational Performance) Siam City Cement Public Company Limited

2019 - 2020 : Director
Siam City Cement (Lanka) Limited

2018 - 2020 : Director
Siam City Concrete Company Limited

2015 - 2017 : Vice President (Human Resources) Unilever Thailand

*Board Member in Other Listed Company : None



INFORMATION OF THE DIRECTORS

MR. TARATORN PREMSOONTORN

Director

Member of the Corporate Governance,
Nomination and Remuneration Committee

Age : 58

Date of Appointment : July 29, 2002

No. of Shareholding : 0

Relative : None

Education / Training program

- Master of Business Administration, Oklahoma City University, USA
- Bachelor of Economics, Chulalongkorn University
- Director Certification Program (DCP 40/2004)
- Director Accreditation Program (DAP 2/2003)
- Finance for Non-Finance Directors Program (FND 7/2003)

Working Experiences

1996 - Present : Senior Vice President
Bangkok Bank Public Company Limited

*Board Member in Other Listed Company : None

Authorized Director

MR. RANGANATH RAGHUPATHY RAO

Director

Member of the Executive Committee

Age : 61

Date of Appointment : April 29, 2016

No. of Shareholding : 0

Relative : None

Education/Training program

- Bachelor of Science
- Chartered Accountant, Institute of Chartered of Accountants of India
- Certified CEO Coach

Working Experiences

2020 - Present : Independent Director
TRL Krosaki Limited

2019 - Present : Advisor to the MD
Air Asia India Pvt Limited

2018 - Present : Chairman
Kalimati Global Shared Services Limited

2018 - Present : Director
Bamnipal Steel Limited

2018 - Present : Director Tata Steel Special Economic Zone Limited

2015 - Present : Director
Tata Steel Utilities and Infrastructure Services Limited

2018 - 2019 : Director
TRF Limited

2016 - 2019 : Director
Industrial Energy Limited

2014 - 2019 : Director
Tata Steel Holdings Pte Limited

2014 - 2019 : Director
T S Global Procurement Company Pte Limited

2014 - 2019 : Director
T S Global Mineral Holdings Pte Limited

2014 - 2019 : Director
ProCo Issuer Pte Limited

2013 - 2019 : Director
TSIL Energy Limited

2013 - 2019 : Director
Tata Sponge Iron Limited

2013 - 2019 : Vice President Finance
(India & SE Asia)
Tata Steel Limited

*Board Member in Other Listed Company : None

MR. ASHISH ANUPAM

Director

Member of the Executive Committee

Member of the Corporate Social Responsibility and Sustainability Committee

Age : 52

Date of Appointment : January 30, 2018

No. of Shareholding : 0

Relative : None

Education/Training program

- Bachelor of Engineering (Mechanical Engineering), Birla Institute of Technology, Ranchi, India
- Advance Management Program, CEDEP, (INSEAD, France)

Working Experiences

- 2019 - Present : Managing Director
Tata Steel Long Products Limited
- 2019 - Present : Director
Indian Steel & Wire Product Limited
- 2019 - Present : Director
TSIL Energy Limited
- 2018 - Present : Director
Bhushan Steel (Australia) Pty Limited
- 2015 - Present : Chairman
The Siam Industrial Wire Co., Ltd.
- 2015 - Present : Director
TSN Wires Co., Ltd.
- 2015 - Present : Director
NatSteel Holdings Pte. Limited

*Board Member in Other Listed Company : None

MR. RAJIV MANGAL

Director

Member of the Executive Committee

Member of the Corporate Social Responsibility and Sustainability Committee
President and CEO

Age : 53

Date of Appointment : December 1, 2013

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Metallurgy) (Honors), University of Roorkee, India
- PGDBM from XLRI, Jamshedpur, India
- Advance Management Program CEDEP (INSEAD, France)
- Global Leadership Development Programme, India/UK
- Director Certification Program (DCP 230/2016)

Working Experiences

- 2018 - Present : Director
NatSteel Holdings Pte. Limited
- 2013 - Present : Chairman
Tata Steel Manufacturing (Thailand) Plc.
- 2013 - 2020 : Chairman
The Siam Construction Steel Co.,Ltd.
The Siam Iron and Steel (2001) Co.,Ltd.
- 2010 - 2013 : Executive-in Charge, Tubes SBU
Tata Steel Limited
- 2005 - 2010 : Chief, Wire Division
Chief of Marketing & Sales
Chief Technical Services
Tata Steel Limited

*Board Member in Other Listed Company : None

Authorized Director



MANAGEMENT

1 MR. RAJIV MANGAL
President and CEO

2 MR. WANLERT KANWIWAT
Chief Operating Officer

3 MR. JAYANTA CHAKRABORTY
Vice President - Finance and
Chief Financial Officer

4 MR. SIROROTE MATEMANOSAK
Vice President - Human
Resources and Corporate Affairs

5 MR. PAITOON CHUESOOK
Vice President - Procurement

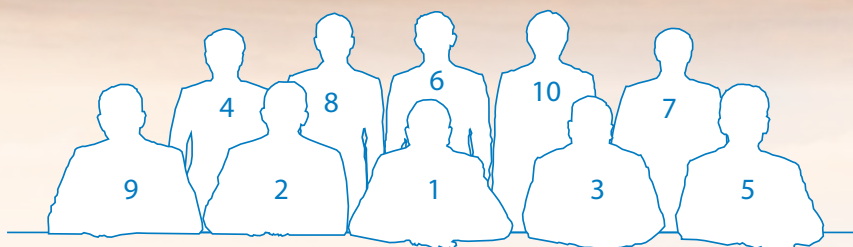
6 MR. CHAICHALERM BUNYANUWAT
Vice President - Marketing and Sales

7 MR. AMIT KHANNA
Vice President - Business Excellence
and Shared Services

8 MR. PORNCCHAI TANGWORRAKULCHAI
Vice President - NTS Plant

9 MR. SAKCHAI LOYFAKHAJOHN
Vice President - SCSC Plant

10 MR. RUNGROTH LERT-A-ROM
Vice President - SISCO Plant





INFORMATION OF THE MANAGEMENT

MR. RAJIV MANGAL

President and CEO

Age : 53

Date of Appointment : December 1, 2013

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Metallurgy) (Honors), University of Roorkee, India
- PGDBM from XLRI, Jamshedpur, India
- Advance Management Program CEDEP (INSEAD, France)
- Global Leadership Development Programme, India/UK
- Director Certification Program (DCP 230/2016)

Working Experiences

2018 - Present : Director
NatSteel Holdings Pte. Limited

2013 - Present : Chairman
Tata Steel Manufacturing (Thailand) Plc.

.....

2013 - 2020 : Chairman
The Siam Construction Steel Co.,Ltd.
The Siam Iron and Steel (2001) Co.,Ltd.

2010 - 2013 : Executive-in Charge, Tubes SBU
Tata Steel Limited

2005 - 2010 : Chief, Wire Division
Chief of Marketing & Sales
Chief Technical Services
Tata Steel Limited

***Board Member in Other Listed Company :** None

Authorized Director

MR. WANLERT KANWIWAT

Chief Operating Officer

Age : 55

Date of Appointment : April 1, 2016

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Electrical), King Mongkut's Institute of Technology
- Global Leadership Development Programme, India/UK

Working Experiences

2012 - Present : Director
Tata Steel Manufacturing (Thailand) Plc.

.....

2012 - 2020 : Director
The Siam Construction Steel Co.,Ltd.
The Siam Iron and Steel (2001) Co.,Ltd.

2011 - 2012 : Plant Manager - Rayong
The Siam Construction Steel Co.,Ltd.



INFORMATION OF THE MANAGEMENT

MR. JAYANTA CHAKRABORTY

Vice President - Finance and Chief Financial Officer

Age : 55

Date of Appointment : September 15, 2016

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Commerce, Calcutta University
- Chartered Accountant, Institute of Chartered Accountants of India
- General Management Programme, CEDEP, France
- Global Leadership Development Programme, India/UK
- Director Certification Program (DCP 241/2017)

Working Experiences

2020 - Present : Director

Tata Steel Manufacturing (Thailand) Plc.

2018 - Present : Director

Chairman of the Audit Committee
NatSteel Holdings Pte. Ltd.

2016 - 2020 : Director

The Siam Construction Steel Co.,Ltd.
The Siam Iron and Steel (2001) Co.,Ltd.

2013 - 2016 : Chief Financial Controller

(Business Analysis and Group Reporting)
Tata Steel Limited

2013 - 2016 : Director

TM International Logistics Limited
TS Alloys Limited
Tata Steel Processing & Distribution Limited
International Shipping & Logistics FZE

2006 - 2013 : Chief (Corporate Accounts and Financial Reporting)

Tata Steel Limited

MR. SIROROTE MATEMANOSAK

Vice President - Human Resources and Corporate Affairs

Age : 58

Date of Appointment : January 1, 2010

No. of Shareholding : 220,000 (0.00%)

Relative : None

Education / Training program

- Master of Business Administration, Kasetsart University
- Bachelor of Laws, (Honors), Thammasat University
- Global Leadership Development Programme, India/UK
- Ethical Leadership Program (ELP), Thai Institute of Directors (IOD)

Working Experiences

2012 - Present : Director

Tata Steel Manufacturing(Thailand) Plc.

2012 - 2020 : Director

The Siam Construction Steel Co.,Ltd.
The Siam Iron and Steel (2001) Co.,Ltd.

MR. PAITON CHUESOOK

Vice President - Procurement

Age : 58

Date of Appointment : April 1, 2012

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Mechanical), King Mongkut's University of Technology North Bangkok
- Global Leadership Development Programme, India/UK

Working Experiences

- 2012 - 2013 : Director and Vice President - Saraburi Plant
The Siam Iron and Steel (2001) Co.,Ltd.
- 2011 - 2012 : Plant Manager - Saraburi
The Siam Iron and Steel (2001) Co.,Ltd.
- 2010 - 2011 : Senior Department Manager - Rolling Mill
The Siam Iron and Steel (2001) Co.,Ltd.
- 2001 - 2010 : Department Manager - Steel Plant
N.T.S Steel Group Plc.

MR. CHAICHALERM BUNYANUWAT

Vice President - Marketing and Sales

Age : 52

Date of Appointment : July 31, 2012

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Mechanical Engineering,
King Mongkut's University of Technology Thonburi
- Global Leadership Development Programme,
India/UK

Working Experiences

- 2012 - 2016 : Director and Vice President -
Saraburi Plant
The Siam Iron and Steel (2001) Co.,Ltd.
- 2012 - 2012 : Plant Manager - Saraburi
The Siam Iron and Steel (2001) Co.,Ltd.
- 2010 - 2012 : Senior Department Manager -
Steel Plant and Maintenance
N.T.S Steel Group Plc.



MR. AMIT KHANNA

Vice President - Business Excellence and Shared Services

Age : 54

Date of Appointment : April 1, 2015

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Science (Electrical Engineering),
National Institute of Technology, Jamshedpur, India

Working Experiences

2014 - 2015 : Head Improvement Initiatives
Tata Steel Limited

2010 - 2014 : Head Integrated Electrical Maintenance -
Power House & Industrial Gases Department
Tata Steel Limite

2008 - 2010 : Head TQM - Knowledge Management,
Management Information Group &
Business Assessment
Tata Steel Limited

MR. PORNCCHAI TANGWORRAKULCHAI

Vice President - NTS Plant

Age : 51

Date of Appointment : April 1, 2016

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Electrical),
Chiang Mai University

Working Experiences

2020 - Present : Director
Tata Steel Manufacturing (Thailand) Plc.

.....

2016 - 2019 : Director and Vice President - Rayong Plant
The Siam Construction Co.,Ltd.

2008 - 2016 : Senior Department Manager - Rolling Mill
N.T.S Steel Group Plc.

2006 - 2008 : Department Manager - Rolling Mill
N.T.S Steel Group Plc.

2005 - 2006 : Department Manager - Rolling Mill
The Siam Iron and Steel (2001) Co.,Ltd.

MR. SAKCHAI LOYFAKHAJOHN

Vice President - SCSC Plant

Age : 50

Date of Appointment : May 1, 2020

No. of Shareholding : 0

Relative : None

Education / Training program

- Bachelor of Engineering (Mechanical),
Khon Kaen University

Working Experiences

May - December 2020 : Director
The Siam Construction Steel Co.,Ltd.

2017 - 2019 : Senior Department Manager -
Steel Plant
The Siam Construction Steel Co.,Ltd.

2014 - 2017 : Senior Department Manager -
Rolling Mill
The Siam Construction Steel Co.,Ltd.

2013 - 2014 : Department Manager - Rolling Mill
The Siam Construction Steel Co.,Ltd.

2012 - 2013 : Department Manager,
VP - Rayong Office
The Siam Construction Steel Co.,Ltd.

2010 - 2012 : Department Manager - Maintenance
The Siam Construction Steel Co.,Ltd.

MR. RUNGROTH LERT-A-ROM

Vice President - SISCO Plant

Age : 49

Date of Appointment : June 1, 2016

No. of Shareholding : 0

Relative : None

Education / Training program

- Master Degree of Material science and Engineering,
Carnegie Mellon University, USA
- Bachelor of Engineer (Metallurgy), Chulalongkorn
University

Working Experiences

2016 - 2020 : Director
The Siam Iron and Steel (2001) Co.,Ltd.

2015 - 2016 : Senior Department Manager - Steel Plant
The Siam Iron and Steel (2001) Co.,Ltd.

2014 - 2015 : Senior Department Manager - Steel Plant
The Siam Construction Steel Co.,Ltd.

2012 - 2014 : Senior Department Manager -
Maintenance / Steel Plant
N.T.S. Steel Group Plc.



NATURE OF BUSINESS

Structure of Revenues

The Group's operations involve the single business segment of the manufacture and sales of long steel products. The proportions of the Company's revenue from the sales by product lines, as produced by subsidiary, are as follows:

Line of Products	FY21			FY20			FY19		
	Thousand Ton	Million Baht	%	Thousand Ton	Million Baht	%	Thousand Ton	Million Baht	%
Domestic Market									
Rebars	786	12,811	58.2	729	11,864	58.9	641	12,064	54.3
Wire Rods	399	7,093	32.2	317	5,605	27.8	332	6,801	30.6
Small Sections	33	610	2.8	32	601	3.0	41	827	3.7
Others	6	178	0.8	4	52	0.3	4	61	0.3
Total Revenues from Domestic Sales	1,224	20,692	94.0	1,082	18,122	90.0	1,018	19,753	88.9
Export Market									
Rebars	63	1,033	4.7	97	1,608	8.0	123	2,200	9.9
Wire Rods	16	292	1.3	22	395	2.0	13	269	1.2
Total Revenues from Exports Sales	79	1,325	6.0	119	2,003	10.0	136	2,469	11.1
Total Revenues from Sales	1,303	22,017	100.0	1,201	20,125	100.0	1,154	22,222	100.0

Revenue From Sales Break Down 2020-21

REBARS
(Domestic)



58.2%

WIRE RODS
(Domestic)



32.2%

SMALL
SECTIONS



2.8%

OTHERS



0.8%

EXPORTS



6.0%



Business Description of the Company

Tata Steel (Thailand) Public Company Limited (TSTH) was formerly known as Millennium Steel Public Company Limited. Millennium Steel Public Company Limited was established by merging the businesses of N.T.S. Steel Group Plc., (NTS) whose shares were held by Horrungrueng Group and Siam Iron and Steel (2001) Co., Ltd (SISCO) and Siam Construction Steel Co., Ltd (SCSC), whose shares were held by Siam Cement Holding Limited. In 2006, Tata Steel Limited (TSL), through its wholly owned subsidiary Tata Steel Global Holdings Pte. Ltd. ("TSGH"), acquired the majority stake in Millennium Steel Public Company Limited. Subsequently, the company changed its name from Millennium Steel Public Company Limited to Tata Steel (Thailand) Public Company Limited (TSTH).

The Company's major shareholder, Tata Steel Global Holdings Pte. Ltd. ("TSGH"), is a wholly owned subsidiary of Tata Steel Limited ("TSL") and operates its business as an investment company with its corporate office at Singapore. TSL is a registered company incorporated under Indian Laws and is among the largest integrated steel producers in India. TSL (Indian operations) is in the same industry as the Thailand based Company. However, TSL's product range is much more diversified and the company caters to a wider group of customers. TSL extends support to TSTH in the business operations by providing assistance in technology knowhow; treasury & finance; training & development of people; occupational safety, health & environment; and Information technology through its network of manufacturing plants and offices around the world. Along with operations in Singapore & Malaysia, TSL drives the long products strategy in India & SE Asia in an integrated manner.

TSTH operates its business as a holding company with Tata Steel Manufacturing (Thailand) Public Company Limited (TSMT) as its operating subsidiary. TSMT operates with three manufacturing units NTS plant, SCSC plant and SISCO plant and manufactures Reinforcement bars (Rebars) including ready to use cut & bend products, Wire Rods, Small Sections and Special Bar Quality steel in state of the art facilities and led by an experienced and knowledgeable management team.

Policy on division of operation between plants within the Company

The Company's operations are undertaken in a cohesive manner with the Tata Steel (Thailand) Plc. as the policy making body and the three plants responsible for carrying out the operations according to the prescribed policies with regard to marketing & sales, production, procurement of raw material and services, finance, human resources management and other aspects of the business.

The Company has a policy to allocate production at each of its three plants with an objective to maximize the profitability of the Company as a whole. The product mix is derived based on the technical and production capability of each plant, market need and to serve customer specific requirements if any.

Shareholding Structure

**Tata Steel (Thailand) Plc
(TSTH)**

99.76%

**Tata Steel Manufacturing (Thailand) Plc.
(TSMT)**

Nature of Products

1. Reinforcing Bars (Rebars)

- 1.1 Round Bar in the size range of 6-25 mm. diameters is manufactured in accordance with Thai Industrial Standard (TIS) No. 20-2559, grade SR24.
- 1.2 Deformed Bar in the size range of 8-40 mm. diameters is manufactured in accordance with Thai Industrial Standard (TIS) No. 24-2559, grades SD40 and SD50.

These Rebars are marketed under 'TATA TISCON' trademark. Major usage is in the construction sector in concrete reinforcement such as beams, columns, concrete road, bridges, stadiums, dams, houses and buildings, etc.



In addition, the Company markets special quality Rebar under trademark 'TATA TISCON S' where 'S' indicates super ductile. These Rebars have special characteristic to withstand the earthquake shock for a longer period of time compared to standard Rebars. These products are available in size range of 10-40 mm. diameter and grade SD 40 and SD 50

The Thai-Chinese high speed train project use GB Rebar, GB being a Chinese standard that control specific properties like carbon equivalent, fatigue test, etc. The Company has developed this product that conforms to the standard for the Thai-Chinese high speed train project. Consequently, it has reduced the need for import, reduce construction cost and shorten the construction lead time.

The Company is developing next generation of high strength Rebars equivalent to SD 60. This product already presents to some designer and developer and they interested to use this product in their future project. This product has high strength that can received more load than normal rebar. So designer can reduce rebar consumption in their project that means reduce construction cost and increase variety of their design too.

2. Wire Rod

Major types of products in this category are:

- 2.1 **Low Carbon Wire Rod:** These are produced in the size range 5.5-17 mm. diameter, conforming to SWRM 6-22 grade and in accordance with Thai Industrial Standards (TIS) No. 348-2540. Major applications of wires made from Low Carbon wire rods include binding wire, nail, wire mesh, galvanized wire, barbed wire, numeral wire and chain, etc.
- 2.2 **Carbon Wire Rod for Cold Heading Quality:** These conform to SWRCH 6A-22A grade and are produced in the size range of 5.5-17 mm. in diameter. The wire rods are manufactured in accordance with Thai Industrial Standards (TIS) No. 2243-2548 and end application of wires includes nut, bolt and screw, etc.
- 2.3 **Wire Rod for Welding Electrode Quality:** These comply with SWRY11 grade, are produced in size range of 5.5-17 mm. diameter and in accordance with Thai Industrial Standards (TIS) No. 2244-2548. Wires from these wire rods are used for producing stick welding electrodes.
- 2.4 **High Carbon Wire Rod:** These are produced in the size range of 5.5-17 mm. diameter, conforming to SWRH 27-82 grade and manufactured in accordance with Thai Industrial Standards (TIS) No. 349-2561. These wire rods serve as raw material for manufacturing pre-stressed concrete wire, strand wire, compression spring, binding spring, torsion spring, tire cord, bead wire and sling, etc.



3. Small Section Structural Steel

This product range consists of angle and channel steel complying to SM400-570 and SS400-540 grade and is manufactured in accordance with Thai Industrial Standard (TIS) No. 1227-2558 under trademark 'BorKorSor'. Small section finds extensive usage in general engineering, signboards, support for roofs, transmission line towers etc.



4. Carbon Steel Round Bar

Carbon steel round bar with SS 400-540 quality class and 19-47 mm. diameter is manufactured in accordance with JIS G3101 (1995) grade for general use and with S10C-S50C grade in 19-40 mm. diameter is manufactured in accordance with JIS G4051 (1979) grade for application in automobile and general engineering sector.



5. Cut and Bend

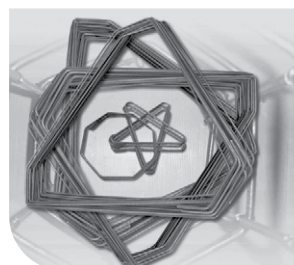
These consist of ready to use Rebars at the construction site. Conventional Rebars are produced in straight length or in coil form and then cut to required shape and size at construction site. Use of Cut and Bend results in avoiding generation of waste at the site and the customers do not need space along with skilled manpower to produce the required shapes and sizes. Cut and Bend Rebars are produced using automatic machinery at the plant and transported just in time to the construction site. As construction practices mature, space and availability of skilled workforce becomes a constraint, proportion of using Cut and Bend Rebars is expected to increase.

In response to future trends in construction that faces challenges like shortage of skilled labor, speedy construction, and more flexibility, the Company continues to develop ready to use products as;

5.1 Stirrups under the trademark 'Tiscon Superlink' has been launched and are used during the construction of beam and column.

5.2 Dowel under the trademark 'Tata Tiscon', equivalent to ASTM A615 grade 60 finds application in road construction and concrete yards.

5.3 Footing under the trademark 'Tiscon Superbase' is the new ready-to-use product which has been launched in the market for usage during the construction of foundations. This product will make the construction easier and faster.



Production capacity of Tata Steel (Thailand) Public Company Limited



With the total finished goods production of 1.33 Million Tons, the capacity utilization for the financial year ending in March 31, 2021 stood at 78%.

Management Standard System

The three manufacturing plants of Tata Steel Manufacturing (Thailand) Plc. (TSMT) are located at Chonburi Province, Saraburi Province and Rayong Province. All the three plants have adopted international standards and received certificate of Quality Management System ISO 9001:2015 and also received certificate of General requirements for the competence of testing and calibration laboratories ISO/IEC 17025:2017.

In addition, the Company realizes the importance of the environment control. All the three plants of TSMT have received ISO 14001:2015 certificate for the environmental control and also Saraburi Plant received certificate of Carbon Footprint for Organization (CFO) from Thailand Greenhouse Gas Management Organization (TGO) for four consecutive years.



The Company accords highest priority to safety and well-being of workmen at the workplace. All the three plants of TSMT have received certificate of International standard of Occupational Health and Safety Management Systems ISO 45001: 2018 / TIS 18001:2554.

Tata Steel (Thailand) Plc. Marketing & Sales and Procurement Divisions are also ISO 9001: 2015 certified for Quality Management System.

Procurement

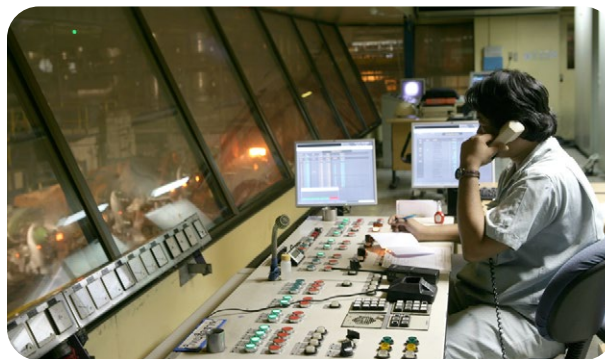
Tata Steel (Thailand) supports sustainable procurement practices by regularly promoting its corporate government policies, ethical and safety standards to its business partners so as to enhance their long-term and all around capability.

Procurement division's scope includes sourcing of steel scrap, billet, raw materials and production supplies, MRO goods, consumable, services, inbound & outbound logistics and supply management. The division plans its sourcing strategy of both goods and services with an aim to maximize value in use, deliver required quantity on time aligned to the organization working capital requirement and to support production plan so

as to ensure that finished steel is delivered to end Customers on time in full.

Procurement strategy and sourcing processes are alignment with the Tata Steel Group's overall procurement strategy through regular interactions, periodic sharing of information and using common vendors.

During the year, 75% of the sourcing, in volume terms, was from the domestic and 25% from overseas sources. The division faced a huge challenge with respect to the desired quantity to be delivered on time as global supply chains were obstructed by the COVID-19 pandemic. Lockdown restrictions adversely impacted manufacturing processes at our suppliers end coupled with transportation issues arising out of free movement of goods and



services around the world. A robust risk management process and organisational agility helped the Company to overcome this crisis.

Integrating technology into Procurement management

Applying technology into business has inevitably become the new normal. To enhance efficiency and bring competitive advantage to the operations, Procurement division has implemented e-RFX interface for the sourcing function.

e-RFX is an e-procurement system, acronym for Electronic Request For [x], where x represents Proposal (RFP), Quotation (RFQ), Information (RFI) or Tender (RFT) via electronic media. This brings transparency in the process, improves agility, streamlines and bring consistency in communication to all stakeholders, both internally and externally. E-auction or online bidding system inculcates an environment of healthy competition, transparency and fairness. This has also helped to reduce the cycle time in the procurement process thereby improving organizational agility. The process of price survey and price negotiation now consumes up to 40% less time thereby improving effectiveness of the Procurement function. E-auction has also helped to bring down the cost of raw materials.

Steel scrap and Billet sourcing

The company makes steel through Electric Arc Furnace (EAF) where major raw material is steel scrap. Majority of steel scrap used in the company is sourced locally. During the year, scrap sourcing environment in the country was high competitive as steel demand grew along with few new entrants in the steelmaking industry. The company follows a detailed analytical tool called Value in Use whereby alternate types of scrap are tried to give an optimum output in the steel making operation. To increase the volume of domestic scrap, the division expanded sourcing to new yards across the country and neighboring countries. Moreover, the Company regularly evaluates the option of sourcing billets from the market when on-peak cost appears uncompetitive. This has helped the company to optimize the total cost of operations and provided flexibility in the system.

Raw Materials sourcing and Production Supplies sourcing

In the backdrop of supply chain disruption across the world due to pandemic, the Company considered and focused on distributing order among multiple sources across different countries to mitigate the risk of disruption in the supplies due to lockdown restrictions. Inventory was constantly reviewed and maintained to ensure smooth operations. During the year, the Company implemented E-auction for sourcing high-value raw materials.

Services sourcing

The Company initiated and implemented Service Code mechanism to clearly define and standardize each service job in order to create a data base of services across the locations. This is expected to facilitate in data analytics and future job improvement.

Environmental Impact

Tata Steel (Thailand) realizes that steel industry impacts the environment in multiple ways such as air emission, waste management and is a significant consumer of energy. With its focus on sustainability, the Company and its business partners ensure that all processes comply with environmental laws in the country. There has not been any legal dispute or lawsuits relating to environment issues during the year.

The Company is focused on energy conservation to ensure the competitiveness of the industry and to minimize environmental impact, such as greenhouse gas emissions. It is in discussion with business partners to set up solar power technology in all its three plants as an alternative source of energy to reduce the greenhouse gas emissions (GHGs) and mitigate future damage to the environment.

Industry Situation

Domestic Market

1. Reinforced Bars

The Company distributes this product through dealers in Bangkok and in every region of the country. It also directly sells to selected construction companies and project owners. The trademark used is TATA TISCON which is widely recognized and accepted in Thailand and neighboring countries. The Company continuously evaluates the need to increase dealers in provinces including business partnership program with retail dealers based on the reach and potential in the respective areas to increase retail base and market share in retail market.

The Company has a market development team for new products such as Seismic Rebar, SD50 High Strength Rebar, SD60 High Strength Rebar, GB grade for Thai-China high speed train, Cut and Bend, Stirrup, Dowel and Footing. This team regularly meets designers, project owners, government agencies, construction work supervisors, construction contractors and dealers to explain the techno-commercial aspects of the new products. In addition, the Company regularly organizes various types of marketing activities for major dealers and modern trade viz. Global House, Thai Watsadu, Mega Home, Home Pro and Do Home.

2. Wire Rod

The Company directly sells this product to the manufacturers of wires and also selectively distributes via traders. The Company has created a sound platform for continuously improving the product and service offerings to the customers through creation of customer service teams which comprise of representatives from Operations, Marketing & Sales, Technology Group and Supply Chain department.

The Company focuses on developing and manufacturing customized products as per customer requirements and end applications. The Company regularly supply wire rods for Tire Cord and wire ropes that are high end applications.

3. Small Sections

The Company distributes this product via dealers in Bangkok and in selected regions. Moreover, the marketing & sales team regularly visits end customers such as tower fabricators and EGAT (Electricity Generating Authority of Thailand) to understand the demand trend and changes expected in product and service offerings in the future.



4. Special Bar Quality

The Company directly distributes to the manufacturers of bright bar.

5. Cut and Bend

The Company sells this value added product via the dealers in Bangkok and in every region and also directly sells to the construction companies and project owners.

The Company has created a separate project management team to coordinate with the project owners about production plan and delivery schedule to match with each project site's requirements. Moreover, company has initiated "CAB web ordering" and "Bar-Cut-List service" to help customers to improve their planning process and reduce work load.

All products are promoted through social media, radio, print media, billboard in Bangkok and provinces. The Company arranges marketing activities in various forms to create a relationship with its customers and distributors.

Export Market

The Company regularly exports Rebars and Wire Rods to countries such as Laos, Cambodia, Malaysia, Vietnam and Indonesia including new market such as Bangladesh and Taiwan. In addition, the Company exports Rebars to India which is supported by the dealer network of Tata Steel India. In the backdrop of lockdowns and logistic challenges from the COVID-19 pandemic, total exports during the year were around 6 percent of the total sales.

During the year, the Company has been granted manufacturing license in accordance with international standard, including BIS (India) and SIRIM (Malaysia) to expand export base.

Distribution Proportion

Distribution Channel	Numbers represent (%)				
	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017
Direct Sales	51	43	45	46	39
Regional Agent	21	22	21	18	18
Agent in Bangkok Metropolitan Region	28	35	34	36	43
Domestic Total	100	100	100	100	100

Business Environment

According to the Iron and Steel Institute of Thailand, the country's demand for steel in 2020 was 16.5 million tonnes, declined by 11.6% from the previous year. Import volume was 10.4 million tonnes, at 63% of the demand for steel in Thailand, dropped by 14.9% year-on-year.

Demand for long product in Thailand was 6.3 million tonnes, decreased by 9.9% year-on-year. Import volume was 2.3 million tonnes, 37% of the demand for long product in Thailand, went down by 18.5% year-on-year.

Table showing production/import/export/usage of steel in Thailand

Year	Production Quantity (Million Tons)	Growth (%)	Import (Million Tons)	Growth (%)	Export (Million Tons)	Growth (%)	Usage Requirement (Million Tons)	Growth (%)	Import (% of Usage Requirement)
2020	7.19	-7.9	10.40	-14.9	1.11	-19.7	16.48	-11.6	63.1
2019	7.80	-13.7	12.23	1.4	1.38	-21.1	18.64	-3.6	65.6
2018	9.03	-3.1	12.05	6.54	1.75	12.9	19.33	1.3	62.4
2017	9.32	-2.4	11.33	-10.2	1.55	20	19.10	-8.5	59.3
2016	9.54	46.8	12.61	10.3	1.29	8.1	20.86	24.6	60.5
2015	6.50	-3.7	11.44	-3.94	1.20	-11.4	16.74	-3.2	68.3
2014	6.75	-5.2	11.90	-2.9	1.35	-3.1	17.35	-3.7	68.8
2013	7.12	1.4	12.25	8.5	1.40	0.3	17.97	6.3	68.2
2012	7.02	1.2	11.29	23.6	1.40	9.7	16.91	14.3	66.8

Source: Iron and Steel Institute of Thailand

Competitive scenario Domestic Market

Competitors of the Company can be classified into four categories as below:

1. The manufacturer with Electric Arc Furnace (EAF) using domestic and imported scrap as raw material. They manufacture semi-finished product called billet to produce finished steel products such as Rebar, Wire Rod, Structural steel and Special steel. This method can remove the impurities up to almost 100 percent, resulting in consistent quality products. Rebars made through EAF route are marked accordingly to educate the consumers.
2. The manufacturers with Induction Furnace (IF) using domestic scrap as raw material for the production of semi-finished products called billet. This method requires high quality scrap steel and strict production control in the absence of secondary refining. The product quality and consistency is not as good as that produced from EAF route of steel making as there may be some impurities in the product. This billet is used to produce products such as Rebar and Sections. Rebars made through IF route are marked accordingly to educate the consumer.
3. Re-rollers using domestic and imported billet. These producers do not have or run steel making operations. Finished products from these manufacturers include Rebar, Wire Rod, Sections and Special products.
4. Importers of finished products such as Rebar, Wire Rod, Sections and Special products as an user as well as a distributor.

Considering the current capacity of domestic Rebar, Wire Rod and Section, totaling over 15 million tons, compared to the domestic demand for long product in 2020 at 6.3 million tonnes, the remaining capacity is considered sufficient to accommodate future demand and there should not be any need to import.

In 2020, Thai economy had slowed down from the COVID-19 which affected the business, especially automotive and construction industries. The COVID-19 pandemic caused spending slowdown in private sector. However, government infrastructure projects provided key support to the steel industry in the country. In addition, local producers improved their capability to produce high quality and special grades to supply in the market and to the government projects in particular. Meanwhile, there has been an increase of materials availability from the new manufacturers through low cost Induction Furnace route.

The COVID-19 pandemic affected the global economy to shrink severely which resulted in the decline in global steel demand in the first half of 2020. Lockdown measures taken by many countries pushed manufacturers in each country to adjust their production. Moreover, the logistics challenges increased the risk in terms of shortage of imported products including billet and scrap. Import of wire rods from Vietnam and Malaysia also decreased. The situation of the COVID-19 outbreak in China has eased and it is able to resume normal economic activities. However, exports from China declined as domestic demand increased. The Company continues to closely monitor the imports of Wire Rod into Thailand.

The market share in the past 5 years is below:

Product	FY21	FY20	FY19	FY18	FY17
Total Mkt Share	21%	21%	18%	19%	18%

Customer Satisfaction

The Company conducts customer satisfaction survey once in two years for every customer group. The survey covers 6 aspects; product quality, product availability, sales team, transportation, finance and marketing activity. Currently, the company has initiated the customer satisfaction survey 2020 based on third-party assessment. The last survey which was conducted in the year 2017-2018 has shown the customer satisfaction score improved from the previous year from 81 to 84 points where product quality got the highest satisfaction score when compared to competitors.

Export Market

The Company has focused on exports to countries like Laos, Cambodia, Indonesia and Malaysia in the ASEAN region, and has found new markets to distribute products such as Bangladesh. Major competition in Lao and Cambodia is from Vietnam steel manufacturers and China is the dominant player in Myanmar. However, 'Made in Thailand' and 'Tata Tisco' enjoys good reputation in the neighboring countries and are recognized for their superior quality. Accordingly, the Company has been working to strengthen the network in these countries. The Company also regularly exports Rebars to India.



Trend of Industry in 2021

International Monetary Fund (IMF) forecasts global economy to recover from the COVID-19 pandemic. World economic growth is projected at 5.5%, improved from previous year (-3.5%). Vaccine approvals has raised hopes of a turnaround from the pandemic later this year reflecting expectations of a vaccine-powered strengthening of activities later in the year and additional policy support in some of the large economies. Nevertheless, renewed waves and new variants of the virus pose concerns for the outlook amid exceptional uncertainty for the global economy. Meanwhile, China has set growth target of over 6%, from economic activity recovery. The Chinese government targets to create more than 11 million new urban jobs, adjust the budget deficit to GDP to 3.2% and also increase domestic demand and expand investment effectively.

According to forecasts of the Bank of Thailand (BOT) the Thai economy is expected to grow in the range of 1-2%, from -6.1% in the previous year. The majority of factors to support economic recovery in Thailand are the recovery of the world economy and the global trade, the government stimulus measures, stimulating private investment and the rebound of domestic demand to stimulate economy and consumption in the country. However, as per the latest outlook from the Bank of Thailand (BOT), the complete economic recovery may be delayed to the first quarter of 2023. The number of tourists' arrival in 2021 is expected to decline, which will have a significant negative impact on Thai economy.

World Steel Association estimates world steel demand will increase by 4.1% from previous year as expected demand tends to grow from every region around the world following the recovery of the world economic environment, although the recovery from the pandemic gets uncertain from the 2nd wave of infection.

China's demand for steel is expected to increase. As Chinese government has kicked off a number of new projects to support the economy, the growth in infrastructure investment is expected to pick up in 2021 and continue to affect steel demand in 2022.

In Thailand, Iron and Steel Institute of Thailand expects the steel demand in the country to increase by 4-5% to 17.8-18.4 million tons in 2021. The main factors are Thai economy recovery, construction sector expansion, investment in government infrastructure projects; especially transportation such as Thai-China high speed train, MRTA projects and High-speed rail linking 3 airports. However, the domestic steel industry remains very competitive from induction furnaces and import from overseas.



The growing intensity of volatility, uncertainty, complexity, and ambiguity (VUCA) in the business environment presents roadblocks to most companies' journey towards the objectives. Increasingly VUCA for the company can be seen in many forms significant fluctuation in price of raw materials, energy and volatility in steel prices, the COVID-19 pandemic, acts of terrorism, cyber security threats, and many more. To ensure business continuity, TSTH has implemented an Enterprise Risk Management (ERM) process to provide a holistic view of aggregated risk exposures as well as to facilitate more informed decision making. The Company follows a robust five steps Enterprise Risk Management process to address the risks associated with its business. The ERM process framework has evolved and is aligned with Tata Steel (TSL) Group which is based on international standards with inputs drawn from the best practices of leading companies across industries.

The Company confronts several risks in areas of commercial, operations, safety, human resources etc. Accordingly, a risk portfolio matrix has been developed consisting of all known business risks, followed up with a detailed analysis of business environment, market condition and risk mitigation plans

with process owners - "Bottom up risks". Also, the Senior Management deploys the top of the mind concerns to respective units to know the management's focus which is called "Top down risks". Both types of the risks are identified and classified into A, B & C category based on likelihood of its occurrence and its impact to the business. The Risk Register and Enterprise Risk Heat Map are regularly reviewed by senior executives of various functional units in order to avoid any undue deviations or adverse events by designing and implementing suitable mitigation plans proactively which ultimately create value for the business. At the Senior Management level, the Committee has been constituted to drive the ERM process at Company level. The Committee, chaired by the President and CEO reviews the implementation of mitigation plans every month.

The Audit and Risk Management Committee of the Board reviews the Enterprise Risk Management of the Company in its quarterly meetings. The committee takes note of corporate risks relating to operations, climate change risk, reputational risk, product stewardship as covered in the risk register, the risk mitigation plans and also provides recommendations for further improvement in the risk management process.

Information regarding the Company's key risks and their mitigation strategies are as follows:

Macroeconomic and steel market risks

Government reduces budget allocation for infrastructure projects in order to utilize budget for other welfare projects leading to lower demand of construction steel like Rebar and wire rod. Adverse impact on purchasing power and steel demand from economic slowdown resulting from COVID-19

Mitigation Strategies

The Company has increased reach and pocket share in retail market by adding new customers in the provinces that did not have any presence / low level of our products, aggressive approaches in particular segments of rebar like the non-MT rebar, Precast and Bar in coil (BIC) market and kept expanding in the GB rebar market, the ready-use product market like dowel, stirrup and Cut & Bend markets. All of these are high value added products and has recorded total sales growth when compared with previous year. The Company has also developed and expanded in the wire rods market by improving the quality of product, product customization to cater to the specific requirements of each customer. Besides, focused actions to create Tata Tiscon brand value through online social media, dealer partnership program and other marketing activities have helped to build relationship with the customers and end users.

The Company also intensified its efforts in the export markets to protect its market share, especially to the ASEAN countries as additional measure to mitigate the volatility in domestic steel demand. Although last year, the export market has been affected by the closure of many countries due to the COVID-19 outbreak, the company has still been able to increase exports sale volume in countries like Laos, Bangladesh and new markets in Taiwan and Vietnam.

Raw material supply risk

Lockdown measure taken by many countries, suspension of manufacturing activities, restrictive measures on ports to curb the spread of COVID-19 adversely impacting supply of raw materials, uncertainty and increased time in logistics & supply chain. Also rising demand from the construction sector in Thailand and increasing demand of steel in China bring about extremely competitive environment for sourcing raw material.

Mitigation strategies

The Company is focusing on a risk management in various perspectives to enhance efficiency on strategic procurement and driven a sustainable procurement sourcing policy. Enhanced syndication with the in-house stakeholders through steering committees in sourcing alternative / substitute raw material to be a secure alternative source of supply. At the same time, coordination with various business partners and distribution of order portions to multiple sources mitigate the risk from supply shortage causing from manufacturing shutdown or logistic movement disruptions as a result from lockdowns to curb spreading of COVID-19. In raw material inventory management, the Company takes into account safety-stock level and adjusts the inventory level accordingly.

Safety, Health and Environment Risks

Non-compliance/delay in implementation of the provisions of safety, health and environmental laws and regulations, which may lead to stoppage of operations, damage to assets and loss of reputation

Mitigation strategies

At TSTH, Safety, Health and Environment (SHE) organization is defined by Apex Safety Council (ASC) with President and CEO as the Chairman, Chief Operating Officer and Vice Presidents as the members. Some of the key initiatives launched during the year such as Process Safety Management (PSM), safety audit by Job Cycle Check (JCC), strengthen Contractor Safety Management (CSM). The Company focused on tracking lead indicators such as Lost Time Injury Frequency (LTIF), Medical Treatment Case (MTC), First Aid Case (FAC) and Property Damage. The employees are motivated to report Near Misses, Safety Observation and Fatal Risk Control Program (FRCP). This highlights vulnerable areas and thereby helps to increase focus on the same.

In the area of health, organizational performance is measured by tracking Health Index. During this year, the Company had launched health campaign "We all can be better than before", to motivate and award employees who improved their health index. The Company strictly implements COVID-19 prevention measures to minimize the risk of any infection amongst the employees and other stakeholders. The Company also provides good work environment and regularly monitors industrial hygiene such as dust, noise, chemical and heat. Also, provides physical health check for employees, follows up and supports necessary treatment in case any abnormal result related to work is found.

In the area of environment, The Company accords high priority to utilize resources effectively and efficiently with appropriate environmental management regulation to minimize adverse impact to the community. The main raw material used across all three locations is ferrous scrap and is fully recyclable. The Company also emphasizes on environment by monitoring the CO₂ emission to measure and control greenhouse gases, follow up the Environment Impact Assessment (EIA) by monitoring gases such as NO_x, SO_x, CO and dust in all plants by 100% compliance to the regulatory requirements. The Company also effectively utilizes water and applies Zero Discharge principle in water management. For waste management, the Company applies the 3R concept in order to maximize recycle waste by targeting 99% of waste back in process.

The Board of Directors has appointed the Corporate Social Responsibility and Sustainability Committee with an additional mandate to have an oversight on the performance of occupational safety, health and working environment.

Information Security Risk

TSTH introduces more interactions through digital platforms with customers, suppliers and other stakeholders of the Company, and need to secure the IT systems and infrastructure vulnerable to cyber-attacks. Breach of information security due to cyber-attacks, Non-compliance to IT legislations and regulations may lead to business disruption and imposition of penalties.

Mitigation strategies

The Company is aware of the risks and take seriously prevention in its IT network. Mechanisms are in place to capture alerts and triggers from external sources and any information security related incidents. In the dynamic cyber security environment, the security paradigm shift from protection of our boundary at data center and corporate network to protect the vanishing boundary from Bring-Your-Own-Device (BYOD), cloud-based applications and Internet of Things (IoT).

The Company is moving to resilience through zero trust platform/network. Significant efforts have been made to increase awareness in addition to investments in well-known cloud-based solutions such as GEP Smart Procurement (E-RFX Project), People Strong System (HR Easy Project). The Company has enacted various policies and procedures to ensure proactive workforce awareness in cyber security, information security, data privacy and comply with PDPA.

Human resource risks

Dramatic changes caused by COVID-19 pandemic have unprecedented implications on companies around the world and influenced Human Resources Management profoundly. Employees at all levels continue to be worried about their own health and the health of the Company. Prolonged COVID-19 pandemic may impact to employees' morale loss due to work disruption which may lead to the reduction in workforce productivity.

Mitigation strategies

HR plays a vital role on rapid response to COVID-19, in keeping the workforce engaged, productive and resilient. Proactive labour relations and communication both 2 ways and 1 way to employees and contractors are in place. Employees are notified on the business situation, organizational changes, direction and any related policy to regain morale and confidence. The Company constantly takes inputs from the employees and provides frequent 2-way communication through activities such as Employee Dialogue, Vice President meets employees, etc.

In addition, to ensure business can sustain and prevent job losses, HR and senior leadership has considered reconfiguring workflows, processes, together with upskilling of employees to be multi-skilled, agile, including IT skills capability to serve more in the virtual work arrangements in the future. Various functional focus trainings are provided, ideas on process improvements are gathered, and there is an establishment of Virtual Office Policy which derived from the working group employee's viewpoints to serve future ways of new normal working.

Financial risks

Contraction in global and domestic liquidity adversely affecting availability and cost of capital

Mitigation strategies

Broadly, the working capital management is integrated with business plan together with cash flow projection. Daily cash and rolling cash forecast has been focused and syndicated between Finance, Marketing and Sales and Procurement to help in maintaining adequate cash flow and keeping the finance cost under control. Focus on working capital management is maintained in various meetings and action plans. The Company also has regional treasury committee who monitors and ensures all the group finance policies, with a formal reporting mechanism to the Board.

Risks Associated with Natural Calamity

Disruption of production and supply due to natural calamities like flood and draught

Mitigation strategies

The Company's inherent risk to natural calamity is relatively moderate due to its operations spread in four different locations. However, the Company is aware of the risks associated with operating in industrial areas and has emergency handling procedures at all its facilities. Structured periodical mock drills are done to ensure effectiveness of such procedures. Disruption to business operation is effectively addressed by flexible supply chain management and switching operation amongst the three production units. Besides, the Company has taken extensive insurance coverage related to natural calamity and all industrial risks.

Emerging risk

Sudden correction in the current price levels especially when most economies are struggling from COVID-19

Mitigation strategies

The Company avoids speculation and inventory build-up by regularly buying and selling and considering the appropriate finished steel orders in hand based on Company's steel inventory bracket.



SIGNIFICANT DEVELOPMENTS

Significant corporate developments and awards received by the Company over the years are as follows:



2002

- The Company was established as a Public Company Limited named "Millennium Steel Public Company Limited" (MS).
- Acquired the businesses of NTS, SISCO and SCSC, last two of which were subsidiaries of Cementhai Holding Company Limited (CHC).
- Company listed on SET under the sector of "REHABCO" (Rehabilitation Plan).

2004

- The SET reclassified the Company securities in the sector of "CONMAT" (Construction and Furnishing Material).

2005

- CHC agreed to sell all Millennium Steel Public Company Limited shares pursuant to the Binding Offer from Tata Steel.

2006

- Tata Steel Groups submitted their voluntary tender offer to the shareholders.
- The Company's major shareholders changed from "CHC" to "Tata Steel Group"
- The Company's name changed from "Millennium Steel Public Company Limited" to "Tata Steel (Thailand) Public Company Limited".
- Trading stock symbol on SET changed from "MS" to "TSTH".



2008

- The Company paid annual dividend for the year 2007-2008 to all preferred and ordinary shareholders at the rate of Baht 0.076 per share (20% of its net profit).

2007

- The Company paid annual dividend for the year 2006 to all preferred and ordinary shareholders at the rate of Baht 0.03 per share (38% of its net profit).



2009

- The Mini Blast Furnace (MBF) steel production project using iron ore as raw material was completed. This was considered first of its kind project in Southeast Asia.

2013

- The Company was recognized by the SET for CSRI Recognition Award.
- NTS was awarded Prime Minister's Industry Award - Safety Management.

2011

- The SET announced to regroup the Company securities to be under the sector of "STEEL"
- Mini Blast Furnace mothballed in August 2011 due to cost of imported raw materials.
- TATA TISCON Branded rebar launched in August 2011.



2012

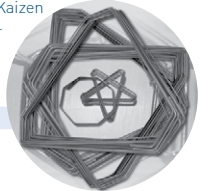
- The Company entered the Special Bar Quality steel market. in Thailand.
- The Company launched seismic resistant rebar for earth quake prone areas, first in Thailand.

2014

- The Company was recognized by the SET for Outstanding CSR Award and CSR Recognition award.
- NTS was awarded Prime Minister's Industry Award - Quality Management.

2020

- N.T.S. Steel Group Plc. changed the company name to Tata Steel Manufacturing (Thailand) Public Company Limited (TSMT)
- SCSC and SISCO has merged the businesses into TSMT by the Entire Business Transfer (EBT) method. SCSC and SISCO are under the dissolution process.
- TSTH received Thailand Sustainability Investment Award (THSI) for 2020 from The Stock Exchange of Thailand (SET).
- TSTH received Sustainability Disclosure Award 2020 from Thaipat Institute.
- NTS & SISCO received Corporate Social Responsibility – Department of Primary Industries and Mines (CSR-DPIM Continuous) Award for the fourth and second consecutive years, respectively in the category of Metallurgy plant from Department of Primary Industries and Mines, Ministry of Industry.
- SISCO, SCSC and NTS received Corporate Social Responsibility Department of Industrial Works (CSR-DPIM Continuous) Award 2020 from Department of Industrial Works, Ministry of Industry.
- NTS received Thailand Labour Management Excellence Award 2020 for the role model of Occupational Safety, Health and Environment Management in "National Level" from Department of Labor Protection and Welfare, Ministry of Labor.
- SISCO received the certificate of Carbon Footprint for Organization 2020 for the second consecutive years, from Thailand Greenhouse Gas Management Organization (Public Organization).
- NTS and SCSC received the Green Mining Award for the third consecutive year in 2020 from Department of Primary Industries and Mines, Ministry of Industry.
- SCSC received Green Star Awards 2020 from Industrial Estate Authority of Thailand.
- NTS received Silver Award of Innovation Kaizen for Thailand Kaizen Award 2020 from Technology Promotion Association Thailand-Japan).



2018

- Tata Business Excellence Model (TBEM) score improved from "Good Performance" in 2016 to "Emerging Industry Leader".
- The Company received "Thailand Sustainability Investment Award 2018" and "SET Sustainability Award 2018 in Outstanding Category" from SET.
- NTS received "Corporate Social Responsibility - Department of Industrial Works Award" (CSR-DIW), SCSC and SISCO received "Corporate Social Responsibility - Department of Industrial Works Award" (CSR-DIW) - Continuous level.
- SCSC and SISCO received "Carbon Footprint for Organization (CF0)" from Thailand Greenhouse Gas Management Organization.
- NTS and SCSC received "Green Mining Award" from Department of Primary Industries and Mines, Ministry of Industry.
- SISCO received "3Rs Waste Management Award" from Department of Industrial Works, Ministry of Industry.
- NTS received "The Prime Minister's Industry Award 2018 on Quality Management".
- SISCO and SCSC received Happy Workplace Award 2018 from Thai Health Promotion.
- NTS and SCSC received "National Occupational Safety and Health Award (National Level)" from Department of Labour Protection and Welfare, Ministry of Labour.

2019

- Certification for Private sector's collective action Coalition Against Corruption (CAC) renewed for TSTH.
- TSTH received Thailand Sustainability Investment Award (THSI) for 2018 - 2019 from SET.
- TSTH received Sustainability Disclosure Award for the year 2019 from Thai Listed Companies Association, The Securities and Exchange Commission and Thaipat Institute.
- SISCO received Corporate Social Responsibility (CSR-DPIM) in the category of Metallurgy plant from Department of Primary Industries and Mine, Ministry of Industry
- SISCO, SCSC and NTS received Corporate Social Responsibility - Department of Industrial Works (CSR-DIW Continuous) Award 2019 from Department of Industrial works, Ministry of Industry.
- NTS and SCSC received Thailand Labour Management Excellence Award 2018 - 2019 for the role model of Occupational Safety, Health and Environment Management in "National Level" and SISCO received it in 2019 from Department of Labor Protection and Welfare, Ministry of Labor.
- SISCO received the certificates of Carbon Footprint for Organization for the year 2017, 2018 and 2019 respectively, from Thailand Greenhouse Gas Management Organization (Public Organization).
- TSTH received the Certificate of Global Warming Reduction Party as a company that has cooperated with the Royal Forest Department, Greenhouse Gas Management Organization and Ban Hin Dat Forest Community Committee
- NTS and SCSC received the Green Mining Award for the second consecutive year in 2019 from Department of Primary Industries and Mines, Ministry of Industry.

2017

- The Company arranged "Tata Steel Mini Marathon 2018 Run for War Veterans".
- The Company received "Thailand Sustainability Investment Award" and "Sustainability Report Award 2017" from SET.
- NTS received Prime Minister's Industry Award - Safety Management.
- NTS and SCSC received "National Safety award" from Department of Protection Labour and Welfare, Ministry of Labour.
- NTS and SISCO received "Carbon Footprint for Organization" from Thailand Greenhouse Gas Management Organization.
- SCSC received "Green Star Award" from IEAT
- SCSC received "Green Mining Award" from Department of Primary Industries and Mines (DPIM)
- SCSC received "Corporate Social Responsibility - Department of Industrial Works Award" (CSR-DIW) and SISCO won Corporate Social Responsibility [Continuous level]
- SCSC received "Kaizen Gold Award".

2015

- The Company listed on Thailand Sustainability Investment 2015 for its outstanding performances in Environment, Social and Governance aspects with potential of giving long-term profit to the investors by the SET.
- The Company was among the first 30 companies in Thailand that joined The Children Sustainability Forum to make a commitment in protecting Children Rights.
- SCSC received "Green Mining Award 2015" from Department of Primary Industries and Mines, Ministry of Industry.

2016

- The Company received "Thailand ICT Excellence Award 2017" for "Core Process Improvement Project"
- SCSC won the Prime Minister's Industry Awards 2016 - Safety Management.
- SCSC received Gold award at ICQCC 2016 (International Convention on Quality Control Circle 2016) held in Thailand.
- SISCO won Corporate Social Responsibility - Department of Industrial Works Award (CSR-DIW).
- SCSC received Green Star Award 2016 from Industrial Estate Authority of Thailand.



SHAREHOLDERS

Top ten major shareholders from 20,685 Shareholders on the book closing date on May 24, 2021 for the right to attend the Annual General Meeting of Shareholders No. 20 are detailed below;

Name	Ordinary Shares	%
1. T S Global Holding PTE Limited ^(a)	5,718,472,083	67.90
2. Mr. Veeraphan Theepsuwan	395,855,000	4.70
3. Bangkok Bank Public Company Limited	296,050,796	3.52
4. Mr. Viroj Ungpaiboon	273,002,901	3.24
5. Mr. Theerachai Keeratitechakorn	117,582,900	1.40
6. Thai NVDR Company Limited ^(b)	108,416,694	1.29
7. Pershing LLC	96,120,908	1.14
8. Mr. Ampon virojvechapand	61,636,000	0.73
9. The Estate of Mr. Veeraphan Theepsuwan	58,000,000	0.69
10. East Fourteen Limited ^(c)	27,901,300	0.33
TOTAL	7,153,038,582	84.94
11. Other Shareholders (20,671 persons)	1,268,502,266	15.06
GRAND TOTAL	8,421,540,848	100.00

Remarks :

- (a) Operates its business as an investment company, a wholly owned subsidiary of Tata Steel Limited. The company was incorporated in 2008 and is based in Singapore. Tata Steel Global Holding Pte. Ltd. holds more than 50% shares of the Company. It may, therefore, be possible for the majority shareholder to control almost all the resolutions in the Shareholders Meeting such as; voting in agenda of appointment of directors or any others voted agenda.
- (b) THAI NVDR COMPANY LIMITED is a subsidiary owned by the Stock Exchange of Thailand. NVDR holders receive the same full financial benefits as they would receive had they invested directly in shares excepted the voting right of shareholders meeting. Further information regarding THAI NVDR COMPANY LIMITED can be found on www.set.or.th
- (c) East Fourteen Limited comprises;
1. EAST FOURTEEN LIMITED-DIMENSIONAL EMER MKTS VALUE FD
 2. EAST FOURTEEN LIMITED-DFA EMERG MARKET CORE EQ PORT
 3. EAST FOURTEEN LIMITED-DFA EMERG MKTS SOCIAL CORE PORT
 4. EAST FOURTEEN LIMITED-DFA-TA WORLD EX US CORE EQ DFAIDG
 5. EAST FOURTEEN LTD-WORLD EX U.S. TARGETED VALUE PORTFOLIO OF DFA INVESTMENT DIMENSIONS GROUP INC.

As of May 24, 2021, TSTH has 20,284 of Non-Strategic Shareholders (Free-Float), is equivalent to 2,702,841,155 of ordinary shares, calculated from the total paid up ordinary shares of 8,421,540,848 or 32.09%

Dividend payment policies of the Company and its subsidiary

The Company has the policy for the dividend payment to the shareholders at the rate of not exceeding 40% of net profit after tax (after deduction of legal reserve) of consolidated financial statements by considering the relevant factors which shall not cause significant effects to the Company's business operation. Such factors are the operational performance, financial status, the Company's solvency, the business expansion, the obligations to complete the debts service according to loan agreements including any other factors relevant to the business operation of the Company. The consideration shall be consistent with the

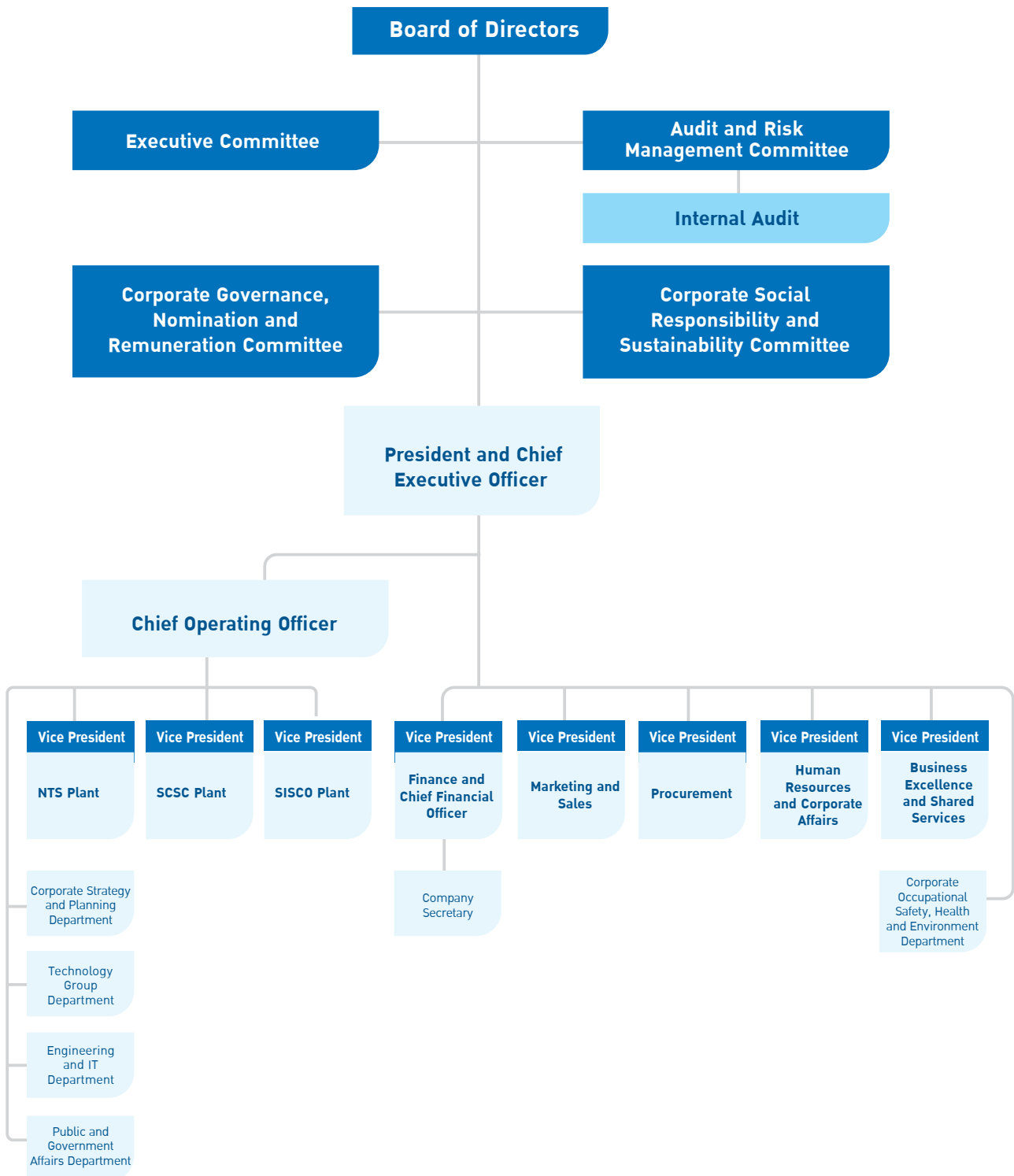
concept of maximizing long-term benefit for the shareholders but it shall also be subject to the approval from the Board of Directors and/or the Shareholders' meeting.

Dividend Policy of subsidiary takes into account its operating results; that is, a dividend will be declared when the subsidiary is able to general an adequate amount of the net profit and no retained deficits are reported. In addition, the subsidiary refers to major factors mentioned above in consideration of a dividend payment.



STRUCTURE AND MANAGEMENT

Tata Steel (Thailand) Public Company Limited - Organization Structure



The Board of Directors

The Company's Article of Association specifies that the Board of Directors will consist of not less than five and not more than 14 Directors. Currently, there are eight Directors including three Independent Directors, equal to one-thirds of the total number of Directors.

The Board of Directors as on 31 March 2021

Name	Position	Number of Meeting (During financial year 2020-21)	Attendance
1. Mr. Peeyush Gupta	Chairman	6	6 ^(c)
2. Mr. Alan Kam	Independent Director	6	6 ^(b)
3. Mr. Hatasakdi Na Pombejra	Independent Director	6	6 ^(b)
4. Ms. Anuttara Panpothong	Independent Director	6	6 ^(a)
5. Mr. Taratorn Premsoontorn	Director	6	6 ^(b)
6. Mr. Ranganath Raghupathy Rao	Director	6	6 ^(c)
7. Mr. Ashish Anupam	Director	6	6 ^(c)
8. Mr. Rajiv Mangal	Director	6	6

Remarks: (a) Attended two meetings through electronics media
(b) Attended three meetings through electronics media
(c) Attended six meetings through electronics media

Authorized Directors and Binding Signatory Procedures

Mr. Peeyush Gupta, Chairman of the Executive Committee and Mr. Rajiv Mangal, President and CEO are authorized to sign jointly with the Company's seal affixed, or Mr. Peeyush Gupta, or Mr. Rajiv Mangal are authorized to sign jointly with Mr. Taratorn Premsoontorn together with the Company's seal affixed.

Scope of authority of the Board of Directors

The Board of Directors has the duty and authority to manage the Company in compliance with the objectives, Articles of Association and resolutions of the shareholder's meeting. However, the Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company and/or Subsidiary:

- Any loan exceeding Baht 50 million which is not in the Group's annual budget.
- Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any persons and not in the Group's annual budget unless allowed in the contracts of the financial restructuring agreement or business rehabilitation plan of NTS.
- Any investments exceeding Baht 50 million which is not in the Group's annual budget.
- Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million and not in the group's annual budget.
- Approvals or amendments of the Group's annual budget.
- Any transactions with connected parties which is not in the course of normal business operation.
- Changing of the accounting policy, approval of the annual consolidated financial statements, annual individual financial statements and quarterly group financial statements.
- Changes related to the Group's business operation or termination of any business operation.

The Audit and Risk Management Committee

Name	Position	Number of Meeting (During financial year 2020-21)	Attendance
1. Mr. Alan Kam ^(a)	Chairman	4	4 ^(b)
2. Mr. Hatasakdi Na Pombejra ^(a)	Member	4	4 ^(c)
3. Ms. Anuttara Panpothong ^(a)	Member	4	4 ^(d)

Remarks: # The Audit Committee has been renamed as Audit and Risk Management Committee at the Board of Directors meeting held on April 20, 2021.

(a) Independent Director

(b) Attended one meeting through electronics media

(c) Attended two meetings through electronics media

(d) Attended three meetings through electronics media

Scope of authority of the Audit and Risk Management Committee

- Supervise and review to ensure that the Company's financial reporting complies with the accounting standards as specified by the laws with transparency, accuracy and adequacy.
- Encouraging development of a financial reporting system to meet with international accounting standards.
- Review the Company's internal control and internal audit system for appropriateness and effectiveness.
- Review the risk management system and monitoring of the overall risk management framework of the Company.
- Review the Company's compliance with laws on securities and securities exchange and other laws and regulations related to Company's business.
- Review internal control system, plans and audit procedures including audit evaluation of the Company's various operations, in accordance with Financial Reporting Standards.
- Disclosure of the Company's information in case of connected transaction or transaction that may induce conflict of interest for accuracy and completeness in compliance with the Securities Exchange's regulations. This is to ensure that those transactions are reasonable and to the best interest of the Company.
- Review and provide recommendations on Internal Audit function's performance and coordinate with the auditors.
- Prepare report on business supervision of the Audit and Risk Management Committee for publishing in the Company's annual report. Such report to be signed by Chairman of the Audit and Risk Management Committee and should contain at least the following information
 - Opinion on accuracy, completeness and credibility of the Company's financial reports.
 - Opinion on adequacy of the Company's internal control system.
 - Opinion on compliance with the Securities and Exchange laws, Securities exchange regulations and other laws related to Company's business.
 - Opinion on appropriateness of the audit process.
 - Opinion on transactions that may induce conflict of interest.
 - Number of the Audit and Risk Management Committee meetings and attendances of each Committee member.
 - Opinion or overall remark perceived by the Audit and Risk Management Committee upon carrying out their duty according to the Charter.
 - Other transactions that should be noted by shareholders and general investors, under the scope of duties and responsibilities delegated to by the Board of Directors.
- Consider, select, nominate or remove an independent person to be the Company's auditor, and to propose such person's remuneration, as well as to attend a meeting with the auditor and without the presence of the management at least once a year.
- Appoint, revoke, transfer or terminate the Head of the Internal Audit Office (if any) or employ or change the employment terms of other members of the Internal Audit Offices.
- Consider budget and manpower of the Internal Audit Office (if any) or employment budget of Internal Audit Offices.
- Other functions as specified by laws or as delegated to by the Board of Directors.

The Corporate Governance & Nomination and Remuneration Committee

Name	Position	Number of Meeting (During financial year 2020-21)	Attendance
1. Mr. Peeyush Gupta	Chairman	2	2 ^(c)
2. Mr. Alan Kam ^(a)	Member	2	2 ^(b)
3. Mr. Taratorn Premsoontorn	Member	2	2 ^(b)
4. Ms. Anuttara Panpothong ^(a)	Member	2	2

Remarks: (a) Independent Director. Ms. Anuttara Panpothong has been nominated as the Chairperson of Corporate Governance & Nomination and Remuneration Committee in the meeting held on April 20, 2021.
(b) Attended one meeting through electronics media
(c) Attended two meetings through electronics media

Scope of authority of the Corporate Governance, Nomination and Remuneration Committee

- To examine, review, and propose to the Board of Directors guidelines for corporate governance of the Company.
- To advise the Board of Directors and the management in line with the Company's established corporate governance principles.
- To present to the Board of Directors, norms and principles, as well as nominees for filling board vacancies as a result of directors' term completion or other cases. To join the Board, the nominees must obtain approval from the shareholders' Meeting.
- To nominate prospective President to the Board of Directors for approval.
- To facilitate directors in evaluating performance of the Board of Directors collectively and summarize the evaluation result to the Board of Directors so as to enhance the Board's supervision effectiveness.
- To review and recommend remuneration for the Board of Directors and other board appointed Committees and propose to the Board of Directors and shareholders' meeting for approval.
- To review and recommend remuneration (including Salary increase and Bonus) for the President, Senior Management (COO and VPs) of the Company and propose to the Board of Directors for approval.
- To define guidelines, procedures and determination of such remuneration to correspond with the Company's operating result with regard to the various factors and other companies in the industry.
- To review and recommend the budget for the salary increases, bonus and compensation for employees of the Company and its subsidiary and propose it to the Board of Directors for approval.
- Other duties assigned by the Board of Directors.

The Executive Committee

The Executive Committee comprises of four Directors chaired by Mr. Peeyush Gupta, and members are Mr. Ranganath Raghupathy Rao, Mr. Ashish Anupam, and Mr. Rajiv Mangal. In 2020-21, each committee member performed their duties according to the charter as set by the Board. The committee carried out its supervisory tasks that are managed in pursuance to their scope of authority.

During 2020-21, while no formal meeting of Executive Committee was scheduled, the Committee continued to guide the management on selected matters through electronic media including emails, video conference and circular resolutions.

Scope of authority of the Executive Committee

- Define policies, strategies, management structure and authority to correspond with and support the economic situation for approval by the Board of Directors.
- Consider and comment on the business plan and annual budget allocation proposed by the management to the Board of Directors for approval.
- Supervise, oversee and monitor the Company's operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and business plan prescribed by the Board of Directors.
- Other functions as designated by the Board of Directors. The Executive Committee may authorize any executive with the authority to perform a specific function or functions as deemed appropriate.

The Corporate Social Responsibility & Sustainability Committee

Name	Position	Number of Meeting (During financial year 2020-21)	Attendance
1. Mr. Hatasakdi Na Pombejra ^[a]	Chairman	2	2
2. Mr. Ashish Anupam	Member	2	2 ^[b]
3. Mr. Rajiv Mangal	Member	2	2

Remarks: [a] Independent Director

[b] Attended two meetings through electronics media

Scope of authority of the Corporate Social Responsibility & Sustainability Committee

The Committee has the powers to seek any information or explanation from any employee or Director of the Company that is necessary to discharge its duties under the terms of reference. The Committee may also engage advisers, consultants or legal counsel as deemed appropriate and necessary.

- Formulate the CSR Policy and recommend the same to the Board.
- Recommend the activities and expenditure to be incurred by the Company under the CSR Policy and monitor the same.
- Review and monitor the CSR activities to ensure that it is in compliance with the CSR Policy.
- Discuss with the management, its perspective on social trends and public issues, and concerns which they believe may affect the Company's business activities or performance, and make recommendations to the Board regarding how the Company should respond to these trends, issues and concerns to more effectively achieve its business and CSR goals.
- Review management's position on key stakeholder expectations involving Corporate Social Responsibility and provide perspectives for the Board's consideration.
- Review on a continuing basis, the partnerships and relationships, both current and proposed that support the Company's sustainable growth. Review the Company's annual Sustainability Report prior to its issuance.
- Review benchmarking of the policies, systems and monitoring processes against global best practices in CSR.
- Review and recommend to the Board the annual budget for CSR.
- Review reports by management on CSR initiatives.
- Review on a continuous basis, the Company's communication strategies relating to Corporate Social Responsibility and sustainable growth.
- Review whether the Company's disclosure requirements on CSR are in compliance with the requirement of the Stock Exchange of Thailand.
- Review and assess the remit and reports of any audit processes to gain assurance over the CSR activities.
- Oversee the Company's conduct with regard to its corporate and societal obligations and its reputation as a responsible corporate citizen.
- Oversee activities impacting the quality of life of various stakeholders.
- Monitor the CSR policy and expenditure of the subsidiary companies.
- Assist management in formulation, implementation and review of policies, principles and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured, natural, social, human and intellectual capital. Oversee Company's Occupational Safety, Health and Environment (OSHE) Plans and compliance.
- Provide formal feedback to the Board on the matters discussed by the Committee.
- Carry out any other function as is referred by the Board from time to time or enforced by any statutory notification/ amendment or modification as may be applicable



Annual General Shareholder Meeting for year 2020

Name	Position	Number of Meeting
1. Mr. Peeyush Gupta ^[a]	Chairman	1 ^[d]
2. Mr. Alan Kam ^[b]	Independent Director	1
3. Mr. Hatasakdi Na Pombejra ^[c]	Independent Director	1
4. Ms. Anuttara Panpothong	Independent Director	1
5. Mr. Taratorn Premsoontorn	Director	1
6. Mr. Ranganath Raghupathy Rao	Director	1 ^[d]
7. Mr. Ashish Anupam	Director	1 ^[d]
8. Mr. Rajiv Mangal	Director	1

Remarks : (a) Chairman of the Board of Director
Chairman of the Executive Committee
Chairman of the Corporate Governance, Nomination and Remuneration Committee
(b) Chairman of the Audit and Risk Management Committee
(c) Chairman of the Corporate Social Responsibility and Sustainability Committee
(d) Attended the meeting through electronics media

The Management as on 31 March 2021

Name	Position
1. Mr. Rajiv Mangal	President and CEO
2. Mr. Wanlert Kanwawat	Chief Operating Officer
3. Mr. Jayanta Chakraborty	Vice President – Finance and Chief Financial Officer
4. Mr. Sirote Matemasak	Vice President – Human Resources and Corporate Affairs
5. Mr. Paatoon Chuesook	Vice President – Procurement
6. Mr. Chaichalerm Bunyanuwat	Vice President – Marketing and Sales
7. Mr. Amit Khanna	Vice President – Business Excellence and Shared Services
8. Mr. Pornchai Tangworrakulchai	Vice President – NTS Plant
9. Mr. Sakchai Loyfakhajohn	Vice President – SCSC Plant
10. Mr. Rungroth Lert-A-Rom	Vice President – SISCO Plant

Scope of authority of the President and CEO

- Supervise, oversee and manage the normal business operation for the benefit of the Company with regards to the objectives, Articles of Association along with the regulations, resolutions, policies, plans and allocated and approved budget by the Board of Directors within related legal framework and scope of authority prescribed by the Board of Directors.
- Prepare annual business plan and budget in accordance with the Board of Directors' policies and present to the Executive Committee and the Board of Directors.
- Scrutinize information and facts on issues related to business operation before presenting to the Executive Committee and the Board of Directors.
- Has the authority to approve normal business transactions such as raw materials procurement, operating expenses, sales and administrative expenses and investment expenses within the authority limits defined by the Board of Directors.
- Other functions as designated by the Board of Directors.

Company Secretary

The Company has appointed a Company Secretary since 2003. The Company Secretary has to carry out the duty with responsibility, precaution and faithfulness. Presently, Ms. Somjai Jarukitcharoon is the Company Secretary. She has knowledge and experience to carry out the functions of Company Secretary as well as completed the courses related to Company Secretary matter i.e. Company Secretary Program, Fundamental Practice for Company Secretary.

Company Secretary has the following duties and responsibilities:

1. Organize and facilitate board and board committee meetings
2. Organize and facilitate the annual general meeting of shareholders, and record and publish the related minutes.
3. File documents and related records as required under various regulations issued by the Securities and Exchange Commission Thailand, the Stock Exchange of Thailand and Ministry of Commerce, Thailand.
4. Monitor and ensure that the Board and the Company is in compliance with all related laws and regulations.
5. Handle corporate governance issues and provide advice on these to the Board.
6. Assist shareholders, directors and members of management with any board-related matters.
7. Follow up on all resolutions passed and instructions given by the Board and shareholders' meetings.

Remuneration of the Board of Directors and Executives

The Company has set a policy and guideline on remuneration of Director and Executives so that competent Directors and Executives can be retained.

The Corporate Governance, Nomination and Remuneration Committee proposes the remuneration of the Board of Directors and Committees by considering the duties, responsibilities, overall performances and Company's operating result to shareholders for approval. The remuneration is appropriate when compared within the same industry. As per the policy of the Company, the Executives who are nominated as a Director on the Board of the subsidiaries are not paid any remuneration for the position they hold as the Director of the subsidiary.

The Board of Directors, by acknowledgement of the Corporate Governance, Nomination and Remuneration Committee, considers the duties, responsibilities, individual performance and Company's operating result in both short and long terms while deciding on the remuneration for the President & CEO and Executives of the Company and its subsidiaries. The agreed baseline remuneration is decided to create motivation in company's administration and implementation to achieve objectives and sustainable growth.

Total Remuneration of the Board of Directors

There are two types of remuneration for the Directors. The fixed remuneration is paid every quarter and a meeting allowance, which is paid after each meeting to the Directors attending the meeting.

In case of the retiring or incoming Directors, the remuneration is paid pro-rata by calculating for the actual days in office during that quarter.

Details of Director's remuneration in effective until resolved otherwise by the shareholders' meeting:

	Position	Remuneration (Baht/year)	Meeting Allowance (Baht/meeting)
Board of Directors	Chairman	630,000	42,000
	Director	472,500	21,000
Audit and Risk Management Committee	Chairman	168,000	15,750
	Member	115,500	10,500
Executive Committee	Chairman	-	15,750
	Member	-	10,500
Corporate Governance, Nomination and Remuneration Committee	Chairman	150,000	15,750
	Member	75,000	10,500
Corporate Social Responsibility and Sustainability Committee	Chairman	150,000	15,750
	Member	75,000	10,500

The remuneration rate has remained unchanged since 2012.

Details of the Directors Remuneration in 2020 – 21

No.	Names	Remuneration (Baht)					
		Board of Directors	Audit and Risk Management Committee	Executive Committee	Corporate Governance, Nomination and Remuneration Committee	Corporate Social Responsibility and Sustainability Committee	Total
1.	Mr. Peeyush Gupta^(a) Chairman of The Board of Directors The Executive Committee The Corporate Governance, Nomination and Remuneration Committee	-	-	-	-	-	-
2.	Mr. Alan Kam Independent Director Chairman of the Audit and Risk Management Committee Member of the Corporate Governance, Nomination and Remuneration Committee	598,500	231,000	-	96,000	-	925,500
3.	Mr. Hatasakdi Na Pombejra Independent Director Member of the Audit and Risk Management Committee Chairman of the Corporate Social Responsibility and Sustainability Committee	598,500	157,500	-	-	181,500	937,500
4.	Ms. Anuttara Panpothong Independent Director Member of the Audit and Risk Management Committee Member of the Corporate Governance, Nomination and Remuneration Committee	598,500	157,500	-	96,000	-	852,000
5.	Mr. Taratorn Premsoontorn Director Member of the Corporate Governance, Nomination and Remuneration Committee	598,500	-	-	96,000	-	694,500
6.	Mr. Ranganath Raghupathy Rao Director Member of the Executive Committee	598,500	-	-	-	-	598,500
7.	Mr. Ashish Anupam^(a) Director Member of the Executive Committee Member of the Corporate Social Responsibility and Sustainability Committee	-	-	-	-	-	-
8.	Mr. Rajiv Mangal^(a) Director Member of the Executive Committee Member of the Corporate Social Responsibility and Sustainability Committee President & CEO	-	-	-	-	-	-
Total		2,992,500	546,000	-	288,000	181,500	4,008,000

Remarks: (a) Effective June 30, 2016, current employees of Tata Steel Limited and its subsidiaries who are nominated on the Board of subsidiaries do not receive any sitting fee or other remuneration as a Director.



Remuneration Policy for Senior Management Executives

The Corporate Governance, Nomination and Remuneration Committee (CG & NRC) assesses the performance of the President and CEO based on the Company's operating results, implementation of the Board's policies, sustainability aspects (economy, environment and society) as well as a balance between short and long-term performance objectives and recommends Annual Salary Increase (ASI) for next year and Variable Bonus (VB) for current year to the board of directors for approval.

Simultaneously CG & NRC assesses and recommends to the board ASI for next year and VB for current year for rest of the employees of the company taking into account the following information regarding the current and previous years:-

1. The business operating results based on EBITDA, PBT and PAT.
2. The capability to develop the business and improve operational efficiency for the business each year.
3. The operating results of other companies in the same industry.

Based on the approval from the board of directors, remuneration in terms of Promotion Adjustment (if any), Annual Salary Increase and Variable Bonus for Chief Operating Officer (COO) or Vice President (VP) are considered and approved by President and CEO as per the Delegation of Authority.

The remuneration policy is to ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate the Senior Management Executives to perform successfully. The remuneration mix for the Senior Management Executives includes;

1. Basic salary and Fixed Bonus
2. Variable Bonus based on the executive's performance in a particular financial year and the performance of the Company
3. Certain perquisites, allowances and benefits to enable a certain level of lifestyle and to offer scope for savings
4. Medical welfare and hospitalization through re-imbursements and accidental insurance
5. Retirement benefits as per the law

Remuneration for Senior Management Executives of the Company and for Directors and Senior Management Executives of the core business subsidiaries

Total remuneration in the form of salary, bonus and other incentives for the financial year 2020 – 21 (1 April 2020 – 31 March 2021) for the 10 Senior Management Executives was Baht 54.26 million (financial year 2019-20: Baht 50.64 million).

Other forms of remuneration paid to Senior Management Executives of the Company

Other remuneration in the form of up-country allowance/housing allowance and driver allowance for the financial year 2020 – 21 was Baht 6.61 million (financial year 2019-20: Baht 6.43 million).

The Company has provided Company cars to Company's Senior Management Executives and has contributed to the Provident Fund for all Senior Management Executives of the Company at the rate of 10% of total payroll. The contribution in financial year 2020 – 21 on this account was Baht 3.70 million (financial year 2019-20: Baht 3.73 million).

Total remuneration of Directors of core business subsidiary

The Senior Management Executives of the Company who are assigned to be Directors of the core business subsidiary, are not paid any additional remuneration in the form of salary or bonus for being the Directors. The Company does not pay any remuneration to the Directors of its subsidiary.

Other forms of remuneration paid to Directors of core business subsidiary

There is no other remuneration paid to the Directors of its subsidiary.

Total remuneration of Senior Management Executives of core business subsidiary

Total remuneration in the form of salary and bonus for financial year 2020 – 21 is included in the remuneration of the above-mentioned Senior Management Executives of the Company.

Other forms of remuneration paid to Senior Management Executives of core business subsidiary

The total remuneration for financial year 2020 – 21 is included in the remuneration of the Senior Management Executives of the Company as mentioned above.

Currently, the Company has the policy to offer the Long Term Incentive Plan (LTIP) which is applicable to President and CEO position in order to create deferred cash based incentive scheme for achieving long term sustainable and profitable growth of the organization.

Employees

The total number of employees of the Company and its subsidiary as at 31 March 2021 was 1,101. For the financial year 2020 – 21, the Company has paid remuneration to its employees totaling to Baht 267.10 million. The remuneration includes salary, overtime, variable bonus, upcountry allowance/metro allowance and as benefit-in-kind such as social security and provident fund contributions.

In addition, the subsidiary have also paid in the same way to their employees an amount of Baht 671.26 million.

Number of the employees and remuneration

2020 – 21 (as of March 31, 2021)	Tata Steel (Thailand) Plc. (*)	Tata Steel Manufacturing (Thailand) Plc.	Total
Management Employee (persons)	41 (45)	32 (31)	73 (76)
Supervisory Employee (persons)	117 (130)	200 (205)	317 (335)
Operational Employee (persons)	26 (29)	685 (711)	711 (740)
Total (persons)	184 (204)	917 (947)	1,101 (1,151)
Employee's Remuneration (MB)	267.10 (268.92)	671.26 (707.50)	938.36 (976.42)

*Includes 154 (167) employees in Headquarters

Previous year (2019 – 20) data are shown in bracket.

In financial year 2020 – 21, the number of employees was reduced by 50 persons to improve manpower productivity. The Company has no lay-off policy but the new recruitment and replacement for resigned employees are carefully considered for necessary positions only.

During the past 3 years, the Company has not received any significant labour disputes.



Human Resources Management and Development Policy

The Company strives to align Human Resources Management with its corporate vision to keeping employees happy as well as to set the goal of creating a high performance organization in which employees are the most important asset driving the organization to its goal. It thus always prioritizes on strategic workforce planning and working agility, strengthening employee's capabilities, and labour relation management to enable cooperation among employees for smooth operations and timely response to the changing business scenarios. This includes responding to the crisis such as the situation of the Coronavirus (COVID-19) outbreak since the past year.

In 2020 – 21, the Company implemented major Human Resources Management strategies as follows:

Crisis Management due to the situation of Coronavirus (COVID-19) outbreak

In view of the situation of COVID-19 outbreak, the Company has developed a strategy to respond and to manage the incidents that arise in a timely manner and has decided to determine key measures in various fields to prevent and monitor the spread of COVID-19. These measures are constantly improved and updated to keep up with the changing situation as well as in line with government measures,;

- Refrain from traveling abroad. There are clear guidelines for a group of countries with ongoing outbreaks, countries where confirmed cases of COVID-19 have been reported. Define guidelines for employee families, close contacts. Also, determine procedures for reporting symptoms or suspected cases, etc.
- Establish screening measures by conducting body temperature measurement of employees, contractors, suppliers, scrap drivers, truck delivery drivers, merchants in canteen and beverages shops within the plants and/or any other person before allowing such person to enter the Company's premises, including reducing or limiting the entrance and exit gates of the office/plants.

- Categorize people at risk of COVID-19 into 4 groups according to the level of risk and determine guidelines for each individual group.
- Determine measures when coming to work at the Company's premises/plants, for example, wearing face mask, set virtual meetings through electronic media, maintaining social distancing in office and at dining areas, temporarily refrain from going to work outside or visiting customers, cancel or postpone any activities including internal training and seminars and sending employees to site visits or attending public seminars. This includes temporarily refrain from any activities with outsiders, not bringing employees' children or family members to the Company's premises in all areas, etc.
- Establish the Virtual Office Policy by setting up a working group representing employees from various departments to jointly formulate and make recommendations on the policy. There is a set of procedures clearly defined for work, meetings, job tracking, check-in and check-out through the application specified by the Company before starting and after working. This is a long term policy that the Company considers that it is appropriate for the current situation and in the future according to the new normal.

Workforce management and working agility for increasing manpower productivity

The Company has the policy to manage manpower at an appropriate level by practicing tight control on new recruitment for necessary jobs only. The company encourages internal candidates to be given first preference to get promoted or rotated in case any vacancy arises. Employees are given new job assignments or job rearrangements to have opportunity to learn multi functions which is considered as part of the goal to increase manpower productivity of the employees, thereby reducing non-value jobs such as redundant work, repetition. This includes staff planning to suit the workload, resulting in reduced labor costs per unit. There are also the reorganization of some departments in the form of Shared Services to make use of knowledge, the expertise of the available resources for maximum efficiency.

The Company focuses on recruitment and selection of capable staff who are intelligent and ethical. The recruitment of new employees both internally and externally focuses on merit system to ensure that most appropriate person is selected through an interview committee based on technical and behavioral competencies and also fit with the organization culture. In addition, the company gives importance to merit and fairness of thinking and cultural diversity which can be witnessed by a recruitment policy opening to both experienced and new graduated candidates, expatriate and local, and women employees.

New employees joining the company receive warm welcome by top executives with wrist-binding ceremony, get better understanding of group's operation and of individual companies through knowledgeable lectures, plant visits and on the job training. The company arranges buddy to take care and assist new employees in the first 2 years of working. This helps a new employee to fasten adjustment to the organization. The design of challenging duty, responsibility and job specification are for the employees to know scope of work for each position including key performance indicator and expectation plus necessary qualification for that position in order to deliver most efficient performance. In addition, the Company also stresses on the performance in compliance with core business values and corporate culture, including readiness for change to respond to rapidly changing business environment and related challenges.

Quality and competence of the employees are the keys to business success

The Company gives priority to continuously develop human capital at all levels and takes responsibility for professional development and career growth of its staff by focusing on four areas. The same are:

- Core foundation knowledge required in all functions, i.e., Safety, Business Ethics, Tata Values, Total Quality Management (TQM), Total Productivity Management, Customer Centricity, etc.
- Functional Development
- Business Development
- Leadership Development

The Company strives for multiple approaches for development, not limited to classroom training only but includes on the job training and self-learning. The intention is to have a development approach that creates meaningful experience for the employees, including Job Rotation, Special Assignment, be a member in cross functional task force, Best Practice Sharing, Shop Floor Knowledge Transformation - SKT, Site Visit both domestic and overseas, "One Dept. One Share" program which is about sharing experience and expertise with fellow colleagues.

In addition, this year the Company focuses on development through E-Learning programs that can be accessed anywhere any time which is as per goal and in respond to the COVID-19 situation. In the year 2020 – 21, the Company organized training sessions for all employees with an average time of 5.1 hours per person, higher than the past year.

In order to keep constant growth and stability of the organization, the company is always aware of the continuity of workforce through succession planning. The Company has succession plan for key positions and Senior Management Executives of

the Company to ensure that the Company has knowledgeable employees and appropriate ability to work in the key positions continuously. The Corporate Governance, Nomination and Remuneration Committee (CG & NRC) considers the succession plan and propose to the Board of Directors for approval. The processes are as follows:

- Determine the key positions of the Company which are critical and have significant impact on the business operations of the Company.
- Determine competencies required for the key positions.
- Identify suitable candidates to be the successors.
- Develop successors as per Individual Development Plan, assign challenging assignments, involve in the working committee and important projects as well as rotation to develop leadership skills and knowledge in all aspects.

Compensation Management and Building Employee Engagement

The company strives for appropriate and fair employee compensation policy management to be in line with company's performance, both for short and long term, by considering 3 following factors:

- Merit Principle within organization: consider appropriate compensation according to job specification, responsibility and performance appraisal.
- Merit Principle outside organization: consider market competitive compensation level based on compensation survey and adjust suitable compensation in line with market environment by using Consumer Price Index as a part of consideration on annual increasing review.
- Individual Merit: examine individual compensation according to personal performance and capability in form of annual increasing, special increased compensation, and variable bonus based on company and individual performance

The company has instituted employee welfare and other compensation programs apart from salary, bonus, and provident fund contributions for the management and all employees which are extended beyond law requirements. The Company seeks to listen and understand employees through various channels such as Welfare Committee, Employee Committee, and suggestion box and has a review process in place to consider improving welfare and benefits from time to time. The company also pay attention to employee and family care for better living and quality of life by providing welfare and various assistant fund to employee, family, and parents such as holiday and leave, medical support plus dental care, medical check-up, provident fund, employee uniform, per diem for working up country, emergency loan etc. In addition, in response to the needs of individual employees, the company has adopted on

Flexible Benefit policy for employees to choose based on terms and conditions determined by the company. Moreover, employee choices for provident fund are available for employees to encourage appropriate employees' financial planning and preparation for retirement.

The Company has focused on promoting good relationship between employees and company by encouraging various communications related to company performance to all employee levels on a regular basis. There is a quarterly President and CEO and top management meeting with the employees of 3 factories and head office discussing and answering various questions together with an increase of communication through different media such as suggestion box directly to President & CEO, order, announcement, internal journal, intranet, and stay interview session, etc.

In time of COVID-19 situation, the Company communicates policies and measures related to COVID-19 through a variety of channels such as email, line group, weekly meeting of departments/divisions. Newsletters, public relations media to educate people about COVID-19 and advice on disease prevention are done on a regular basis. In addition, the Company has coordinated with the parent company in India in sending daily situation reports and there are also meetings with other companies in the Tata Group to update the situation and share Best Practices.

The Company provides face masks/washing alcohol gel to all employees and contractors, add washing stations, increase the frequency of cleaning the workplace, common areas, meeting rooms and other areas in the Company's premises/plants. In this regard, there has not been any lay-off or salary/welfare reduction of employees in any way. The Company has also taken actions in accordance with the measures set by the government, such as reducing the employee's contribution towards social security.

Round the year, various activities are conducted for the employees and their family by building happy workplace in all 8 dimensions which are Happy Body, Happy Heart, Happy Society, Happy Relax, Happy Brain, Happy Soul, Happy Money and Happy Family. Examples of activities are Buddhist Lent Ceremony, Songkran Festival, including other activities such as various sport and recreation activities, employee birthday and activities on different important days like children day, Valentine, Chinese New Year, Father's Day, Mother's Day, Company's Birthday, and Tata Group Foundation Day etc.

The Company truly believes that proper communication and constant information exchange among employees and company will create smooth relations, cooperation and engagement from employees, thus driving the organization towards goal achievement. In the year 2020 – 21, the company has attrition rate of 2.0% which has been the lowest rate ever.





Corporate Governance Policy

The Company is committed to conduct business with conscience to all groups of stakeholders as mirrored in its compliance with the principles of good corporate governance as recommended by the Stock Exchange of Thailand, notifications of the Office of the Securities and Exchange Commission, provisions of laws, and other regulations. The Company also aims at developing its business in accordance with or exceeding existing regulatory requirements, yet under the corporate governance directives of fairness and transparency for improvement of its practices to the international standard.

Accordingly, in addition to strictly conducting business transactions with the highest level of work ethics as established in the Tata Code of Conduct ("TCoC"), the Company has documented policy and principles of good corporate governance in the Company's "Good Corporate Governance Manual" since 2005. The same is constantly reviewed and updated to reflect the changes in the economic and business landscape. The contents include the principles and practices, responsibilities of the Company's Directors and committees, shareholders' rights and equitable treatment of shareholders, the role of stakeholders, internal control and risk management.

Furthermore, the Board of Directors has considered the implementation of Corporate Governance Code (CG Code) of the Securities and Exchange Commission to be appropriately deployed in the context of the company business. The Company has reported CG Code compliance and other practices related to good corporate governance, details as appeared on the Page 57-71.

Committees

Structure of the Board and Committees

Currently the Board of Directors consists of eight members appropriate to the size of the Company, three of whom are Independent Directors as specified in the SEC and Company's regulation. The Company's Directors are knowledgeable and have extensive experience in the areas of law, accounting, finance and steel business. In order to balance of power for conducting business, the Company has defined that the Chairman, as the policy leader, and the President and CEO, as the leader of the business operation, will not be the same individual.

In addition, the Board of Directors has appointed four Committees to perform specific functions and propose to the Board of Directors for consideration and/or acknowledgement. These are the Audit and Risk Management Committee, Executive Committee, Corporate Governance, Nomination & Remuneration Committee and Corporate Social Responsibility & Sustainability



Committee. These committees deliberate at regular intervals and submit their recommendations to the Board for further consideration.

List of members of each Committee and scope of authority appear under "Management Structure".

Selection of the Directors and Executives

The Company follows a matrix of the desired capability/expertise mix of the Directors in the Board of Directors.

The Corporate Governance, Nomination and Remuneration Committee, comprising of four Directors two of whom are Independent Directors, is responsible for the selection of Directors and top management, before proposing to the Board of Directors and/or the shareholders' meeting for election or appointment. The selection of the Directors is not only relying on the Committee's judgement but also need to be in line with the guidelines and principles approved by the Board of Directors. The Committee ensures that the qualifications of the selected Directors are in sync with the Company's business strategy. The Company also considers the list of Director available from (1) Recommendations from current Board members (2) Professional search firm and (3) The IOD director pool, while selecting Directors.

The selection of an Independent Director is discussed and agreed by the Corporate Governance, Nomination and Remuneration Committee. The Company's definition of "Independent Director" is in line with the guidelines specified by the SEC so that they can act independently suitable with specific nature of the Company.

Composition of the Board of Directors

Name of the Board of Directors			Qualification on Independence	Woman Director	Educations and Experiences								
					Engineering	Accounting	Finance	Internal Audit/Internal Control/ Risk Management	Legal	Marketing & Sales	Human Resources	Business Management	Economics
1	Mr. Peeyush	Gupta			✓					✓		✓	
2	Mr. Alan	Kam	✓				✓	✓				✓	
3	Mr. Hatasakdi	Na Pombejra	✓						✓			✓	
4	Ms. Anuttara	Panpothong	✓	✓			✓				✓	✓	
5	Mr. Taratorn	Premsoontorn					✓					✓	✓
6	Mr. Ranganath	Raghupathy Rao				✓	✓					✓	
7	Mr. Ashish	Anupam			✓							✓	
8	Mr. Rajiv	Mangal			✓					✓		✓	

Qualifications of Director

1. Possess the qualifications with no prohibited characteristics as specified in the Company's Articles of Association, the Public Company Limited Act and the Stock Exchange regulations.
2. Persons with capabilities, experiences and diversity of skills, knowledgeable, competent, leadership, varied perspectives, ethical, transparent and ability to express opinions independently.
3. Persons who can devote sufficient time to attend Board and Committee meetings to monitor Company's operation. Holding of Board positions in other companies should be limited to an appropriate numbers.
4. Persons who are not Directors, Executives, shareholders or partners with substantial shareholding of the similar or competitive business operations or business operations that may provoke conflict of interest with the Company.
5. For Director who is also the President, selection consideration would also base on past performance and result of appropriate evaluation.

Qualifications of Independent Director

1. Holding not over 0.5% of the total voting shares of the Company, parent company, subsidiary company, associate company or juristic person who may have conflicts with, including shares held by related persons.
2. No participation in the management nor being a staff, employee, salaried advisor, company secretary, person with controlling power, parent company, subsidiary, associate or juristic person who may have conflict with, and not having interest in such activities for the previous 24 months prior to appointment.
3. No kinship, marriage or legally registered as the father, mother, spouse brother/sisters and child, including child's spouse, with any executive, major shareholder, person with controlling power or person who will be nominated as executive or person with controlling power of the Company or subsidiaries.
4. No business relationship with the Company, parent company, subsidiary, associate or juristic person who may have conflict with, in a way that may limit the exercise of independent judgement. This includes not being, or not having been a major shareholder, non-independent Director or Executive of an entity which have business relationship



with the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and not having direct or indirect interest in the following activities for the previous 24 months as follow.

- 4.1 Transactions in the course of normal business operation such as merchandise sales, raw materials purchase or providing services value more than 3% of the Company tangible assets or within the period of 12 months.
- 4.2 Transactions of renting or renting out of immovable properties.
- 4.3 Transactions related to assets or services such as acquisition or disposition of assets, rights or providing or receiving services.
- 4.4 Transactions related to granting or receiving financial assistance such as granting or receiving loans, guarantees or providing asset as collateral, including other similar practices which result in the obligation for debt repayment to other parties with value more than 3% of the net physical asset or more than Baht 20 million, whichever is the least within the period of 12 months. In case of transactions of granting or receiving financial assistance, debt obligation incurred during the period of one year prior to the date of business relationship of the same person should be accumulated.
5. Not being an auditor of the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and not being major shareholder, non-Independent Director, Executive or managing partner of the auditing office whose auditor works in the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and should have no interest in such characteristics for the previous 24 months.
6. Not being a professional service provider, including being a legal advisor or financial advisor who receives service fee of more than Baht two millions from the Company, parent company, subsidiary, associate or juristic person who may have conflict with. In case the professional service provider is the juristic person, it should include being a

major shareholder, non-Independent Director, Executive or managing partner of such professional service provider and not having interest in such characteristics for the previous 24 months.

7. Not being a Director appointed as representative of the Company's Director, major shareholders or shareholders related to major shareholders.
8. Not having characteristics that would make independent expression of opinion about Company's operation impossible.
9. Capable of taking care of every shareholder's interest equally.
10. Capable of managing conflict of interest.
11. Be able to attend the Board of Directors' meeting to make decision on matters independently.
12. Possess the qualifications with no prohibited characteristics specified by the Company's Article of Association and regulations of the Public Company Limited Act and the SEC.
13. The age not younger than 21 years.

Retirement Age

The retirement age for the Independent Directors and Non-Executive Directors would be 70 years. The retirement age for other Directors, Executive Directors and President and CEO would not be beyond the age of 60 years.

Guideline and Voting Procedures

In case the election of Company's Director is proposed to the shareholders' meeting for consideration, it would proceed according to the guidelines and procedures specified in the Company's Article of Association such as shareholders will have one vote for each share held and in case of a tie, the Chairman of the meeting will have a deciding vote. However, for the election of Company's Director, voting for individual or multiple Directors may be applied but all voting rights equivalent to all the shares held must be exercised at one time and cannot be divided for various candidates.

In the event that a vacancy occurs due to any reason other than the retirement of a Director, the Board shall consider appointing a qualified person who is not prohibited by law to be a replacement Director at the following meeting, except where the remaining term of the vacancy is shorter than two months. The replacement Director shall serve the remaining term of the vacancy. The Board's resolution for replacement shall be three-fourths majority votes of remaining Directors.

Selection of Directors and Executives

The Executive Committee makes initial selection for individuals to be appointed as the President and CEO and senior executives, by filtering qualified persons having knowledge, skills and experience beneficial to the Company. The candidates must have good understanding about business and be able to manage operations to achieve goal and targets formulated by the Board of Directors. The candidate will be further proposed to the Corporate Governance, Nomination and Remuneration Committee to be considered and then proposed for approval by the Board of Directors.

Corporate Governance of Subsidiary

As a Holding Company, the Board emphasizes on corporate governance of the Company in order to strongly protect the Company's interests as well as sustainability development. Since 2018, the Company has established a compliance unit under Department Manager - Legal Services and Regulatory Affairs to oversee that the operations complies appropriately with both legal and government regulations. The guidelines for corporate governance of the subsidiaries are as follows:

1. Encourage them to adopt good corporate governance principles.
2. Appoints representative Directors and members of management to serve on the boards of subsidiaries.
3. Oversees business operations through the appointed representative Directors, members of management and group-wide policies.
4. Considers key matters such as strategic directions, business plans, capital increases or decreases and divestment.
5. Monitors operating results via members of management, the Executive Committee, and the Board itself.
6. Monitors compliance with the rules and regulations regarding: related party transactions, acquisition and disposition of assets and adequate and timely disclosure of information. This also includes maintaining proper accounting records and preparing financial reports in accordance with all applicable laws and generally accepted accounting principles.
7. Assigns the Company's internal audit unit to conduct audits at the subsidiaries and affiliates in order to ensure the adequacy and effectiveness of their internal control systems.

Use of Insider Information

The Company has developed its policies to monitor the use of insider information cautiously and efficiently. Written policies are specified in the Company's Corporate Governance Guideline, while other preventive measures have been fostered to ensure effective monitoring of insider information expected to be used by the Board of Directors and executives.

The Board of Directors and executives possess complete knowledge and understanding on the obligation in reporting the holding of the Company's securities, held by their spouses, minors, and themselves. The Board of Directors and executives are also required to report on the change of the holding of the Company's securities in compliance with the requirements and penal provisions of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Capital Market Supervisory Board (CMSB).

In case where the Board of Directors and executives shall announce the possession and/or change of the holding of the Company's securities, the Company Secretary would help summarize and collect the related information to be proposed to the Board of Directors' meeting for acknowledgement of details, which shall also be disclosed in the annual report.

Additionally, the Company has implemented adequate internal control measures to supervise the use of insider information complying with good corporate governance principles, while defining a policy to prohibit the use of insider information for personal gain (Abusive Self-Dealing), for instance, trading of insider information (Insider Trading), requesting the Board of Directors, executives, and employees related to the financial information of the Company and its subsidiaries to sign for acknowledgement of the violation of trading of securities specified below:

1. The above-mentioned persons are prohibited to trade Company's securities within 2 (two) weeks prior to the disclosure of the Company's quarterly financial statements and annual financial statements and within 24 (twenty-four) hours following the disclosure of the said financial statements to the SET (Blackout Period).
2. In case of being the non-disclosed significant information which may have a direct impact on the prices of the Company's securities, the Board of Directors would prohibit the trading of the Company's securities until the 24-hour period is due as such information has already been released to the public.

Directors and executives are required to notify the Board of Directors of the trading of the Company's securities within a period of 1 (one) day prior to the actual trading date.

The report of direct and indirect securities holding of directors and managements including any changes during the year 2020 - 21 are as follows;

Report on Securities Holding of Directors and Executives

(As at March 31, 2021)

No.	Name		Ordinary Shares (No. of Shares)						
			Tata Steel (Thailand) Plc.			Affiliated Companies			
			Reporter	Spouse or Minor child	increase (decrease) in fiscal year (April 1, 2020 - March 31, 2021)	Reporter	Spouse or Minor child	increase (decrease) in fiscal year (April 1, 2020 - March 31, 2021)	
Board of Directors									
1	Mr. Peeyush	Gupta	-	-	-	-	-	-	-
2	Mr. Alan	Kam	-	-	-	-	-	-	-
3	Mr. Hatasakdi	Na Pombejra	-	-	-	-	-	-	-
4	Ms. Anuttara	Panpothong	-	-	-	-	-	-	-
5	Mr. Taratorn	Premsoontorn	-	-	-	-	-	-	-
6	Mr. Ranganath	Raghupathy Rao	-	-	-	124 ^[a]	124 ^[a]	-	-
7	Mr. Ashish	Anupam	-	-	-	228 ^[a]	-	-	-
8	Mr. Rajiv	Mangal	-	-	-	-	-	-	-
Executives									
9	Mr. Wanlert	Kanwiwat	-	-	-	-	-	-	-
10	Mr. Jayanta	Chakraborty	-	-	-	-	-	-	-
11	Mr. Sirorote	Matemosak	-	220,000	-	-	-	-	-
12	Mr. Paitoon	Chuesook	-	-	-	-	-	-	-
13	Mr. Chaichalerm	Bunyanuwat	-	-	-	-	-	-	-
14	Mr. Amit	Khanna	-	-	-	-	489 ^[a]	-	-
15	Mr. Pornchai	Tangworrakulchai	-	-	-	-	-	-	-
16	Mr. Sakchai	Loyfakhajohn	-	-	-	-	-	-	-
17	Mr. Rungroth	Lert-a-rom	-	-	-	-	-	-	-

Remarks:

- Tata Steel (Thailand) Plc. has 8,421,540,848 Ordinary shares. The total Registered and Paid-up Capital are 8,421,540,848 Baht.
- As per the Public Limited Companies Act, "Affiliated Company" means a public company limited related to one or many of private company (ies) or public company (ies) limited with the following characteristics:
 - A company has the power to control the election and removal of directors who have power to manage the whole or majority of the other company.
 - One company holds the shares in the other company more than 50% of the issued shares.
- "Management" means directors, managers or the first 4 persons in the management level next below the manager, all persons who hold positions equivalent to the fourth person in the management, and including persons who hold positions in management level in the lines of Accounting or Finance at the level of department manager up or equivalent, according to the notification of SEC "Kor Jor 17/2551"
- [a] Tata Steel Limited share with Face value of Rs.10/- each

Auditor's Fee

The shareholders in the annual general meeting of shareholders held on July 16, 2020, had approved the appointment of PricewaterhouseCoopers ABAS Ltd. as the Company's auditors for the financial year 2020-21 (April 2020 - March 2021). The engagement team are independent of the Group and have complied with relevant ethical requirements regarding independence in accordance with the Federation of Accounting Professions under the Royal Patronage of his Majesty the King's Code of Ethics for Professional Accountants and IESBA's Code of Ethics for Professional Accountants

Audit Fee

PricewaterhouseCoopers ABAS Ltd. was appointed as the Company's auditors at the Annual General Meeting of Shareholders No. 16/2017, held on July 7, 2017 and has since been re-appointed by the Shareholders annually. The Audit fee payable to the auditors was fixed for an initial period of 3 years from their appointment and accordingly, has been due for revision with effect from financial year 2020-21. However, in view of the Covid-19 situation, consequent lockdowns and economic uncertainties all across the globe, the discussions on revision of audit fees was kept on hold last year. The discussion has since been concluded during the year for the financial years 2020-21 and 2021-22. Accordingly, for the financial year 2020-21, the Company and its subsidiaries paid audit and quarterly review fee of Baht 3,862,000.

Non-audit Fee

For the financial year 2020-21, the Company and its subsidiaries paid a fee such as for audit procedures of the consolidated reporting packages under the Group Accounting Policies of Baht 898,000 and travelling, per diem, lodging etc. of Baht 414,300 to its auditor, the audit firm affiliated with the auditor, individuals or business entities related to the auditor and its affiliated audit firm.

Compliance with Good Corporate Governance Principles in Other Matters

The Company follows the principles of good corporate governance for listed companies issued by SET. The Company also follows the OECD (Organisation for Economic Co-operation and Development) Principles of Corporate Governance. It comprises of 5 relevant principles and practices; (1) shareholders' right, (2) equitable treatment of shareholders, (3) role of stakeholders, (4) disclosure and transparency and (5) responsibilities of the Board of Directors. The Company incorporated this in its "Good Corporate Governance Policy" to improve the practices standard. The principles were adapted for appropriate use in relation to Company's circumstances and have been

reviewed and improved to make it up-to-date and correspond to the ever changing situation.

In the year 2020, the Company maintained rating in the Corporate Governance evaluation from Thai Institute of Directors (IOD) in "Excellence" reflecting the continuous improvement on corporate governance. The implementation of Company's corporate governance report according to 5 principles of OECD during the year 2020-21 is as follows:

Category I

Shareholders' Rights

The Company emphasizes and respects the rights of every individual shareholder in playing a key role in financing the Company. In doing so, every shareholder is encouraged to make maximum use of their rights in protecting the Company's overall interest, and refrain from doing any action that may diminish the rights of the shareholders which can be summarized as follows:

- 1. Basic rights** include registering as a shareholder of the Company, buying or selling shares and receiving dividends equally, receiving sufficient Company newsletters and information. These may include changes in the structure of the capital, changes in the control of the Company's important assets, buy or sell as well as being equally entitled to share buybacks.
- 2. The right to vote in shareholder meetings.** This means using their rights to vote for a director, fixing the director's remuneration, the allocation of profits and dividends, the appointment of the Company's auditor and fixing the auditor's fees, changes to the Memorandum of Associations and the Articles of Association, increasing or decreasing the Company's registered capital, and important transaction approvals that affects the business direction.
- 3. Other rights as stated by law.** In addition to supporting and encouraging the use of the rights stated above, the Company also facilitates the rights of every shareholder in attending the shareholder's meetings. The policies that create ease for shareholders to attend shareholders' meetings are as follows:
 - An easy process to attend shareholders meeting with minimum expenses.
 - Setting a location that is convenient and can be reached through public transport.
 - Providing a description of the documentation required to attend the meetings.
 - Providing experienced personnel with the appropriate facilities in validating and registering the shareholder's attendance.

- Providing the opportunity for shareholders who are not able to attend the meeting in person to nominate a representative to attend the meeting. This means nominating their own representative or nominating an Independent Director of the Company as their proxies. This is an easy process as a result of the documents required to attend the meeting be sent out in advance to the shareholders to reduce the time required to check their documents before attending the meeting.
- Providing a stamp duty on the document that nominates a representative to attend the shareholders meeting in the event that such document did not already have a stamp duty.
- Applying Barcode system for registration process for quality registration procedure.
- Use QR Code in place of printed documents in order to access information more conveniently and promptly.
- Allowing shareholders to register their attendance 2 hours in advance prior to the meeting. Furthermore, after the meeting has started shareholders are able to register and vote on the agenda being considered.

The Corporate Secretary office facilitates and protects the rights of the shareholders. Shareholders can contact the Corporate Secretary Office on phone number 02 937 1000 Ext 3210 and 3156.

Category II

Equitable Treatment of Shareholders

The Company realizes its duty to look after the interest of every shareholder, whether it is the majority shareholder, institutional investor, foreign shareholder or minor shareholder by equitable treatments described as under:

Shareholders' meeting

Every year, the Company organizes a shareholders' meeting within four months from the end of the Company's financial year (within July). This meeting is the Annual General Meeting, while other meetings are called Extraordinary General Meeting. In the past financial year, no Extraordinary General Meetings was organized.

The Company was deeply concerned about health and safety of the Shareholders in view of the Covid-19 situation and decided to conduct the Annual General Meeting of Shareholders No. 19 through Electronic Meeting method (e-AGM) in accordance with the rules, procedures and conditions as stipulated by the laws without any Shareholder having to attend in person. Accordingly,

in line with the measures of the Department of Disease Control, Ministry of Public Health, to reduce the risk from the outbreak and with regards to the health and safety of the Shareholders, the 2020 Annual General Meeting of Shareholders was conducted at 09:00 pm on July 16, 2020 through electronics method. Those who were shareholders on the record date of May 18, 2020, were eligible to attend the meeting.

The Company has established a system and mechanism that allows an effective shareholders meeting. Information regarding the date, time, location, agenda, rules, and instructions to attend the meeting, the voting process, and agenda items were provided to the shareholders in advance. The Company did not undertake any action that would limit the shareholders' ability to receive such information or restrict the shareholders ability to attend the meeting.

The Company assigned The Thailand Securities Depository (TSD), the company's registrar, to process and deliver the notice of the meeting and relevant documents in both Thai and English to all shareholders 21 days prior to the meeting. The documents include:

1. Notice of Shareholders' meeting with clear details regarding the date, time, location and meeting agenda(s) for information/approval/consideration. The purpose and reasoning for each agenda, and the Board of Directors' opinion on each agenda item. This constitutes sufficient information for the decision of shareholders.
2. Proxy letter for the shareholders' meeting in the format as specified by the Ministry of Commerce both in the A format which is the easy and simple format to follow, or the B format that fully dictates each action as "Approved", "Disapproved", or "Abstained" for each agenda item. This proxy letter also allows the shareholders to vote for each director for appointment to the board.
3. Information about the Independent Directors that the Company has designated as proxies. These information include their name, age, address and their vested interest, if any, in the proposed agenda of the meeting.
4. The Company's Annual Report and Sustainability Report in both Thai and English in the form of a QR Code, as well as in paper form for the shareholders who notified the Company in advance of their desire to receive them in paper format.
5. Explanation about the documents that are required to be presented to attend the meeting.
6. Articles of association in connection with the Annual General Meeting.

In addition to this, the Company also:

1. Advertised the details of the Annual General Meeting through a Thai newspaper for 3 consecutive days and 3 days prior to the meeting
2. Notified via the Stock Exchange of Thailand's website (SETLink) that the shareholders' meeting information will be available via the Company website one month in advance so that the shareholders are able to stay informed about the meeting in a convenient and speedy manner. In addition to this, the shareholders will be able to study the necessary information in order to study most of the documents before providing by the Company
3. Distributed information via the Stock Exchange of Thailand's website (SETLink) to inform shareholders that they are able to submit questions regarding the meeting agenda in advance
4. The shareholders are able to submit questions to the Board of Directors or individual Independent Directors through the Company's Secretariat Office for proposing to the Board of Directors to consider during the period June 15 – July 15, 2020.

Furthermore, the Company provided channel for submitting written questions in advance via registered mail to "Corporate Secretary Office", Rasa Tower II, 20th Floor, 555 Phaholyothin Road, Chatuchak, Bangkok 10900 or email to cso@tatasteelthailand.com. Related questions to the Company's business were answered in the meeting and subsequently disclosed on the Company website.

Before the Meeting

The Company Secretary informs shareholders of the Articles of Association related to the meeting and meeting procedures such as voting procedures, vote counting procedures and announcement of the result.

During the Meeting

The presiding Chairman conducts the meeting transparently according to the announced agenda with no additional agenda for consideration other than those specified on the notification inviting shareholders to the Annual General Meeting. Appropriate and sufficient time is allotted for consideration of each agenda before voting. Shareholders are allowed to vote for election of individual Director and encouraged to provide comments, recommendations and ask questions freely.

The Company uses voting ballots for convenience of shareholders and arranges for an independent inspector (Third Party) to supervise voting and vote counting for transparency according to law and Company's Articles of Association. Vote counting is done by computer. Only shareholders' voting ballots of 'Disapprove' or 'Abstain' are compiled for calculation by deducting from number of overall eligible shareholders who have the right to vote. Shareholders have one vote per one share. Results of the vote for each agenda are announced after resolving of each agenda item by slide projection. The meeting is also recorded on a video media.

After the Meeting

The Company announces the meeting resolutions (Approve, Disapprove or Abstain) through SET news network (SETLink) immediately after the meeting and prepares the meeting minutes within the period specified by law. The minutes record details such as

1. Names and positions of the attended Directors, Executives including related persons
2. Announcement of voting procedures and vote counting
3. Questions and answers, comments and recommendations
4. Meeting resolutions and voting result on each agenda, classified as Approve, Disapprove, Abstain and Voided Ballot.

There were 38 shareholders who attended the Annual General Meeting of the shareholders on July 16, 2020 through electronics method and through proxy. This represents 6,190,738,079 shares or 73.51% of the 8,421,540,848 issued shares. The Chairman as the representative of the Board, the Chairman of individual committees namely the Audit and Risk Management Committee, the Corporate Governance, Nomination and Remuneration Committee, the Corporate Social Responsibility and Sustainability Committee and all members of the Board of Directors, the company's executives, the Company's auditor, as well as the company's legal department attended the meeting.

Use of insider information

Details of the Company's policy and measures to prohibit the use of insider information for the benefit of Directors and Executives are under "Use of Insider Information" on Page 55.

There has been no incident of the use of insider information for the benefit of securities trading by the Directors or Management representatives during the previous year.

Report on stakeholders

The Company has specified that its Directors, Executives and related persons must declare their own interest in the form as defined by the Board of Directors. When there is any appointment as the Directors or Executives or changes in the report, the Company Secretary has been assigned to compile and present to Chairman of the Audit and Risk Management Committee and Chairman of the Board of Directors for acknowledgement such reports. The Company would use such information to monitor and supervise transactions that may lead to conflict of interest such as connected transactions.

Connected Transactions

The Company clearly defined principle and procedure of the connected transactions and strictly complies with the regulation of the Securities and Exchanges Commission, Capital Market Supervisory Board and the Stock Exchange of Thailand in regard to the conflict of connected transactions. The Directors and Executives having interests and/or connection on a matter do not attend the meeting and vote on such matter.

For new upcoming connected transactions, its transaction size and value are taken into account, and submitted to the Audit and Risk Management Committee for consideration before further submission for endorsement by the Board of Directors.

Besides, the Audit and Risk Management Committee is entrusted to review connected transactions on a quarterly basis to avert possible conflicts of interest. Disclosure of connected transactions is provided in the notes to the audited financial statements.

In the previous year, the Company never acted against the regulations of the SET and SEC on Connected Transactions or acquisition/disposition of assets, including a transaction of providing financial assistance to non-subidiaries.

Category III

Role of Stakeholders

Engagement of all relevant stakeholders of the Company's operations, both directly and indirectly, is the most important component to analyze and determine the sustainability framework of the company. Therefore, the Company recognizes the rights and benefits of all relevant stakeholders, not only the statutory rights, but also includes mutual agreements by responsible for both internal and external stakeholders who are effected in term of sustainability with strict fairness. Key issues are communicated and stakeholder's engagement mechanisms are developed regularly.

The Company focuses on the stakeholders' engagement that effects Company's performance. The guidelines and responsibilities of each group of stakeholders are:

Shareholders

The Company is committed to create maximum benefits and maximize value for the shareholders sustainably and fairly. The operations of the Company are performed in line with corporate governance and vision of the Company. The Company is also committed to provide correct and complete information about the Company's business in accordance with the relevant regulations and agreements.



Employees

The Company recognizes that employees are the backbone for achieving the organizational goals. Accordingly, emphasis is placed in providing equal opportunities for all employees without discrimination against any social status, nationality, caste, religion, family, marital status, gender, sexual orientation, age, nationality and ethnicity. The remuneration and welfare of the employees, the quality of life of the employees and their families are enhanced and comparable to other leading companies. Provident Fund is applied as an instrument to motivate employees and to maintain long-term employee retention by providing a consistent savings as a guarantee for the life after retirement.

There is also a focus on safety, health and environment for all employees. Training and staff development at all levels is considered as an important factor in the journey towards sustainable development.

Customers

The Company has adopted “customer centricity” to ensure that the products and services delivered to the customers meet their needs and maximize customer satisfaction. The Company continues to improve the quality of products and services in terms of both quality standards and fair prices to satisfy the diversified needs of the customers. The Company has channels for receiving complaints, including return policy, if the any unqualified product is found. The Company maintains client confidentiality and does not use customer data to generate undue benefits.



Partners

The Company and its subsidiary set a clear policy and framework based on the Tata Code of Conduct (TCoC) for its business implementation with transparency and equitability in dealing with all partners. Compliance with the fair commercial competition framework and TCoC, maintain payment standard by close monitoring of payment status help to build good and long-term relationship with business partners. The Code covers joint operations between the Company and its partners, for instance, regular trainings on safety have been extended to transport contractors.

Competitors

The Company strives to operate with integrity and comply with the rules of fair competition. The Company does not use unfair or misleading information about the products or services of any competitors. The Company also cooperates with its competitors to create fair competition conditions.

Creditors

The Company carefully and strictly complies with the conditions and requirements of both trade creditors, lenders and makes timely payment. The Company also provides information with accuracy, transparency, equity and fairness to the creditors throughout the liable period.

Community and Society

The Company is committed to operate with carrying out business by being a good corporate citizenship. The corporate social responsibility is set as framework for operation to all levels of employees to perform to be conscious of the social responsibility throughout the process (CSR in Process), together with carry out business under the responsibility of community and society (CSR after Process). The Company also supports for community development and quality of life through activities in various forms to build sustainable cooperation and relationship with the community.

The Company focuses on environmental protection, rigorously and continuously throughout, in order to maintain good environment forever with the implementation and strict compliance in all production processes and all work procedures including compliance with strict environmental laws and regulations. TSTH Group has committed to make a significant leadership role in “Climate Change” as a result of global warming. “Green Process” (eco-friendly business operations) is applied in all stages of the organization’s core business operations. The Company rapidly and effectively responses to the situation effected environment and community from the Company’s operations by fully cooperating with the government, external agencies and relevant community.

Government authorities

The Company operates in compliance with the law. All employees are required to strictly abide by the laws and regulations of government agencies.

Media & Reporters

The Company gives importance to the disclosures in the media and ensures that the communications to the public are shared correctly, completely, transparently and with up to date information.



Ethics Counselor

Mr. Sirorote Matemanosak

Tata Steel (Thailand) Public Company Limited
Rasa Tower 2, 20th Floor, 555 Phaholyothin Road,
Chatuchak, Bangkok 10900

Tel. : +66 2937 1000 ext. 1810 Fax : +66 2937 1224

Email address: sirorote@tatasteelthailand.com

Apart from the above, the Company provides a TCoC Helpline. The Helpline is a third-party who is independent of Tata Steel (Thailand) group. There are experts in taking notes of the violated ethics concerns reported and notified by employees, contractors or suppliers. The service is completely confidential.

Code of Ethics

All employees adhere to the Company's Code of Conduct issued under the "Tata Code of Conduct (TCoC)" which defines guidelines and practices related to ethical business conduct with all stakeholders. Measures and channels for stakeholders to communicate/inform on unethical conducts are clearly spelt out along with process to protect the informant under the "Whistle Blower Policy" for Directors, Employees, Customers, Suppliers and other Stakeholders of Tata Steel (Thailand) Public Company Limited Group.

The Company has a well laid down system to address ethical issues through the team of ethics coordinators and counsellor. All stakeholders can suggest/ report/ appeal on the above Code of Conduct in person/ by letter/ Email/ telephone/ fax by contacting the Chairman of the Audit and Risk Management Committee or the Ethics Counselor, details of whom are as given below:

Chairman of the Audit and Risk Management Committee

Mr. Alan Kam

Email address: alank@libertasth.com

Workplace Safety

The safety and occupational health responsibilities of the Company are driven by the commitment to ensure zero harm to people we work with and society at large and are integral to the way we do business. The Company has a clear and concrete policy pertaining to the workplace safety and sanitation which is posted on the website of the company.

The Company is driven by the following Safety Principles:

- Safety is line management responsibility.
- All injuries can be prevented.
- Felt concern and care for the employee on "24 hours safety" shall be demonstrated by Leaders.
- Employees shall be trained to work safely.
- Working safely shall be condition of employment.
- Every job shall be assessed for the risk involved and shall be carried out as per authorized procedures/ checklist/ work permit and using necessary work permit and personal protective equipment.

The Company is also committed to continual improvement in the safety & occupational health performance and accordingly, sets objective-targets, develop, implement and maintain management standards and systems, and go beyond compliance of the industry standard, legal and other requirements.

The safety & occupational health performance during the last three years is shown in the following table:

Content	Unit	FY21	FY20	FY19
Lost time injuries frequency rate	Case/million man-hour	0.21	0.00	1.28
Health Index	Index	10.5	10.9	11.3

Category IV

Disclosure and Transparency

The Company has always recognized the importance of taking responsibilities in disclosing the Company's financial and non-financial information to foster greater investment decision, transparency and accountability as well as the highest benefits of shareholders, investors, analysts, and stakeholders. Such information are accurate and complete, creating no misunderstanding or misinterpretation. Also, such information are up-to-date and timely as specified by the Securities and Exchange Commission (SEC) and relevant agencies.

The Management is responsible for the communication and disclosure of important information in accordance with the requirements of both periodic and non-periodic reports. The periodic report includes financial statements, annual statements (Form 56-1) and annual report (Form 56-2), while the non-periodic report involves disclosures, if any, relating to asset acquisition and disposal, participation and cancelation of joint venture, increase and decrease of investment capital, issuance of new securities, and buy-back of shares.



The Company has established the Corporate Secretary Office to serve as the Company's information disclosure center for both normal situations and urgent cases. Samples of information are described as follows:

1. Financial and non-financial information with complete, accurate, and unbiased details both in Thai and English languages complying with the SET's news system (www.set.or.th)/ the Company's website (www.tatasteelthailand.com).
2. Management Discussion and Analysis of financial status and overall performance of each quarter (the SET's news system (www.set.or.th)/ the Company's website (www.tatasteelthailand.com), newspaper.
3. The up-to-date shareholding structure with complete details of the proportion of major and minor shareholders. The structure can unveil the information of the Beneficial Owner as well as the shareholding information of the Board of Directors and executives. None of all Directors have shareholding of the Company (annual report / the Company's website (www.tatasteelthailand.com)).
4. The information in the annual report are disclosed clearly and completely for the benefits of shareholders' decision making, for instance, Management Discussion and Analysis on financial status and operating performance, industry overview and competition, business risk, profile of the Board of Directors and executives, remuneration of the Board of Directors and senior executives, and the Board of Directors' meeting attendance etc., the Company's website (www.tatasteelthailand.com).
5. Financial statements in accordance with Financial Reporting standards audited by an independent auditor, qualified and approved by the Securities and Exchange Commission (SEC). In the past the Company did not delay the submission of quarterly and annually financial statements to the Stock Exchange of Thailand (SET) and the SEC (the SET's news system (www.set.or.th)/ the Company's website (www.tatasteelthailand.com)).
6. The information on related party transactions (if any).

In addition to the disclosure of information specified by the Securities Exchange Commission (SEC), the Securities Exchange of Thailand (SET), and relevant authorities, the Company has assigned its President and CEO as "Speaker" to communicate on the Company's information to the public, while assigning the Company Secretary to manage the overall function of Investor Relation by being responsible for communicating and coordinating with external practice i.e. shareholders, institutional shareholders, investors, analysts, and other related agencies.

The Company provides convenient channels for accessing the Company's information such as disseminating company information in both Thai and English via the Company's website www.tatasteelthailand.com in relation to business operations, financial statements, press releases, shareholding structure, organization structure, business group structure, information of the Board and Managements, Investor Relations, regulations and corporate governance including downloadable information such as annual report, notice of the shareholders' meeting and minutes of the shareholders' meeting, etc. This policy has been developed to strengthen investors' understanding and confidence towards the Company.

Furthermore, after quarterly and annual financial performance is disclosed to SET, the Company conducts quarterly Press conference to disseminate its operational performances and movement of steel business to the public via the Company's website www.tatasteelthailand.com.

Category V

Responsibilities of the Board of Directors

The Company has specified roles and responsibilities of the Board of Directors to ensure they can perform their duties based on integrity, carefulness, and circumspection with the objective to provide all shareholders with equitable treatment and create mutual confidence between shareholders and the Company. The Company's management system complying with good corporate governance principles has been implemented to ensure honest, reasonable, and independent supervision and operations under the legal framework and business ethics aiming for greater performances of the Board of Directors, particularly to maximize benefits for all stakeholders.

Structure of the Board

The Company has remained firm in checking and balancing the management principles (Check and balance), while emphasizing clearly on the Board diversity strategy. The Board of Directors comprises of qualified persons with appropriate knowledge, ability, experience, professionalism, gender diversity (at least one woman Director), and leadership backed by organizational management skills and perspectives strictly committing to time and efforts for functioning and responding for the position of Director, who can express freely and independently to benefit the Company's business operations. Committees are also appointed to consider specific matters leading to appropriate decision making in compliance with corporate governance principles. In addition, the Board of Directors has also appointed a

qualified and experienced Company Secretary to be responsible for secretarial matters in accordance with the provisions of "Management Structure".

Duties, Roles, and Responsibilities of the Board of Directors

The Board of Directors shall devote time and effort for the Company and would never seek personal gain or be involved in any conflict of interest deemed to have competed with business operations of the Company and its subsidiary. The ultimate goal is to keep the business stable for the balanced and sustainable benefits of all stakeholders, while being able to increase the shareholders' value in the long run, conforming to the Company's vision and goal.

The Board of Directors is responsible for defining the Company's visions, missions, management strategies, long-term plans, and annual budgets by delegating the Management to propose the aforementioned matters to the Board of Directors, which would be discussed fully and mutually based on cautiousness, honesty, and accountability aiming for greater business efficiency. During the financial year 2020-21, the Board of Directors has reviewed and approved the Company's vision, mission, policies, long term plan strategies, annual budget including the Company's operations, risk management and budget allocation plans, while evaluating the overall performance of the Company and its committees on a quarterly basis. The Directors have also reviewed the strategies, objectives and annual budgets. The Board of Directors monitors the implementation of the Company strategy through the performance of the Company on quarterly basis. Furthermore, the Company has developed effective monitoring and supervision measures for senior executives to review, improve, and develop the Company's risk management, internal control, and audit systems in line with diversified circumstances, while being able to oversee and develop corporate governance principles to align with internationally accepted standards.

Authority of the Board of Directors

1. Approve annual business plan, annual investment plan, mid-term or long-term plan
2. Approve short/long term loan from banks/financial institutions, placing collateral as loan guarantee, signing on approved loan agreement or cancellation of loan term
3. Approve open/close bank accounts
4. Approve to use/change to accounting principle, or update/change to schedule of depreciation rate
5. Approve financial statements and allocation of accumulated profit

6. Approve purchase, sell, exchange, mortgage, sale with right of redemption, lease, rent, or let of land and buildings which the book value is not be over than 50 Million Baht
7. Approve selling tangible and other assets (excluding land and building)
8. Approve HR concerning matter in organizational structure, HR planning, nomination and recruitment of senior executive and budgeting for annual raises and bonus
9. Approve joint-venture, stock investment
10. Approve matters submitted to AGM
11. Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company/ or Subsidiary:
 - 11.1 Any loan exceeding Baht 50 million and not in the Group's annual budget.
 - 11.2 Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any persons and not in the Group's annual budget unless allowed in the contracts of the financial restructuring agreement or business rehabilitation plan of NTS.
 - 11.3 Any investments exceeding Baht 50 million and not in the Group's annual budget.
 - 11.4 Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million and not in the group's annual budget.
 - 11.5 Approvals or amendments of the Group's annual budget.
 - 11.6 Any transactions with connected parties not regarding as normal business operation.
 - 11.7 Any Changing of the accounting policy, approval of the annual consolidated financial statements, annual separate financial statements and quarterly group financial statements.
 - 11.8 Any changes related to the Group's business operation or termination of any business operation.

Duties of Chairman of the Board of Directors

The primary function of the Chairman of the Board of Directors is to lead and manage the Board. The Chairman is responsible for all implementations of the Board and act as a direct liaison between the Board of Directors and the Management through the President and CEO of the Company. Also, the Chairman is expected to disseminate the Board's resolutions to all parties involved, ensuring that all requirements are implemented in the most productive and appropriate way.

With different responsibilities between the Chairman as a policy leader and the President and CEO as a leader of corporate management, the Company has determined to separate the roles and responsibilities between the Chairman and the President and CEO clearly. As a consequence, the Chairman would remain independent of the Management and be involved in no business benefit or relationship that may possibly hinder his independent discretion.

Significant roles and responsibilities of the Chairman are as follows:

1. Guiding the Board to ensure its effective functioning.
2. Providing the President and CEO with independent advices.
3. Consulting with the President and CEO, and Company Secretary to propose meeting agendas.
4. Encouraging all members of the Board of Directors to freely debate issues, raise inquiries, and express productive opinions during meetings.
5. Fostering constructive relationship for members of the Board of Directors and the Management.
6. Ensuring effective communication with all shareholders.

The Audit and Risk Management Committee

The Audit Committee was first appointed by the Board in the year 2002. Currently it consists of three Independent Directors. The Audit Committee has been renamed as Audit and Risk Management Committee at the Board of Directors meeting held on 20th April 2021.

Mr. Alan Kam, Chairman of the Audit and Risk Management Committee, has extensive experience in the area of accounting and finance.

The Audit and Risk Management Committee has the duty to review the correctness of the financial statements and review the operations to be in compliance with the policy and Company's regulations, along with the laws, regulations and guidelines of the supervisory agencies responsible for developing financial and accounting system to be in line with international standards. It reviews the Company's risk management system and monitors the overall risk management framework of the Company. The review ensures that the Company has internal control system, internal audit system and risk management system which are concise, appropriate, up-to-date and efficient.

The Board has authorized the Audit and Risk Management Committee to express its opinion independently. Since 2009, the Board of Directors appointed an Internal Audit team within the Company that reports directly to the Audit and Risk Management Committee. When needed, the Audit and Risk Management Committee may seek an external independent advisory at the Company's expenses.

The Executive Committee

The Executive Committee was appointed by the Board in the year 2002. It consists of four Directors with the responsibility to supervise the Company's operation as assigned by the Board of Directors which includes refinement of policies and strategies along with sharing of best practices to correspond with the economic situation, consider and provide guidance on the business plan and annual budget allocation proposed by the management to the Board of Directors. It also has the duty to supervise, provide oversight and monitor the Company's operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and annual business plan as prescribed by the Board of Directors.

The Corporate Governance, Nomination and Remuneration Committee

The Board of Directors had established the Corporate Governance, Nomination Committee and the Remuneration Committee in the year 2004. Later on January 31, 2013, the Board of Directors approved merging of the 2 sub-committees to facilitate and streamline its working and reduce cost.

The Corporate Governance, Nomination and Remuneration Committee includes four members of the Board of Directors, and half of these are independent directors, having the duty on corporate governance namely: to propose, review and supervise the functions of the Board of Directors and Executives in accordance with the Company's corporate governance guidelines; to consider selection process and recruit appropriate person for nomination as Director or President and CEO or replacement of the Director who retires by rotation or in other cases. It has also the duty of consider remuneration e.g. to study, consider and monitor the change and trend of the remuneration of the Board of Directors, Members of Committees, President and CEO and the senior management of the Company.

The Corporate Social Responsibility and Sustainability Committee

As a responsible corporate citizen, the Company has increased emphasis on long term sustainability and in accordance with



the guidelines from Tata Group. The Board of Directors, by the consideration of the Corporate Governance, Nomination and Remuneration Committee, established Corporate Social Responsibility & Sustainability Committee in the year 2018.

The Corporate Social Responsibility and Sustainability Committee includes three members of the Board of Directors, and one of them being an Independent Director. The Chairman should be a Non-Executive Director. The Committee will assist the Board to formulate, monitor and review CSR strategy and policy of the Company and the amount of expenditure to be incurred on CSR activities. The Committee will also guide the Management to formulate, implement and review policies, principles and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured, natural, social, human and intellectual capitals.

Terms of the Board of Directors and Committees

The term of office of each director shall be for three years, provided that at every Annual General Meeting of Shareholders, one-third of the directors retire. According to the Board of Directors policy, Directors have to jointly agree on the retiring sequence Director who retires will be re-elected. The director whose term has been 9 years or 3 continuous terms in his/her office may be re-elected with the tenure of 1 year for each re-election period. The term for Independent Directors shall not be over 9 years. The term of members of other Committees shall be equal to the tenure of the Director on the Board and the Director will vacate the Committee as soon as he/she steps down from the Board.

Serving on other Company Boards by Directors and President and CEO

The Company has a clear policy on maximum number of other listed companies allowed for each director to serve as the member of their boards. The Directors shall not serve more than 5 listed companies as the member of the boards. The President and CEO shall not serve in other listed companies except as a Director on the Board of other Tata Group Companies.

Currently the Board of Directors consists of 4 Thai directors and 4 foreign directors, of which 5 directors are residents in Thailand. None of the Thai directors are on the Boards of more than 2 listed companies in Thailand and none of the foreign directors are on the Board of any other listed company in Thailand. Each of the directors are capable to perform his/her duties and dedicate appropriate time and efforts for the company.

Since the President and CEO is an executive director, just like other employees, he has to dedicate his full efforts for the Company according to the terms of the employment contract. He has not been appointed as a Director in other listed company. Any association with other companies outside Thailand is declared in the resume printed in the annual report.

Meeting of the Board of Directors

The Company schedules at least 5 (five) board meetings each year, where all members of the Board of Directors are informed in advance. Pre-circulated significant agendas are determined for each meeting, both for the Board of Directors and the Committees. The Company is also required to make a follow-up action on each implementation and its outcomes, while being prepared to call any ad-hoc meeting in case of specific requirement. For each meeting, the invitation letter as well as agenda and supportive documents are delivered to all the members of the Board of Directors at least 7 (seven) days prior to the actual meeting date.

For each meeting, in addition to the quorum required by law, there shall be at least half of the total number of the Board of Directors attending the meeting. The Company has also set a minimum quorum policy for the Board of Directors' voting, requiring at least two-thirds of the total number of the Board Directors to be in line with good corporate governance principles. Meanwhile, the Chairman presiding over the meeting would provide the Board of Directors with an opportunity to express their opinions freely and independently, with sufficient time allocated for discussion in the meeting. Each agenda would be discussed based on the fairness and benefits of all shareholders and stakeholders. For the resolution of each agenda, the majority

vote would be adopted, where 1 (one) member of the Board of Directors would be eligible to cast 1 (one) vote. In case of equal votes, the Chairman of the meeting would be required to cast his final vote. However, any member of the Board of Directors having an interest in a discussing agenda would not be allowed to attend the meeting.

After the meeting, all agendas are recorded clearly in a written form, with significant details including the list of members of the Board of Directors attending the meeting, members of the Board of Directors not participating in the meeting, participants in the meeting, and feedbacks and comments on different agendas. The draft of minutes is circulated to all members through e-mail and is proposed for approval in the next meetings. Directors can add comments for completion and correctness before it is put up for the signature of the Chairman.

During 2020-21, the Company has held 6 (six) board meetings and the meetings were attended by all the Directors on the Board, the attendance proportion of each Director is 100% of the whole year meetings (including attendance of meetings through electronics media). The management team is present for the meetings on a regular basis, as part of the strategy to provide further information for those who directly encounter problems, where the Board of Directors' policies and decisions can be acknowledged immediately to stimulate greater operational effectiveness. However, in some cases, only the Board of Directors or non-executive directors would be required to attend certain meetings to ensure genuine independence in making decisions and expressing opinions. Additionally, non-executive directors hold further discussion outside the meeting requirements on a quarterly basis.

The summary of the total number of meetings and attendance of the Board of Directors during 2020-21 is detailed in the section on "Management Structure".

Performance Evaluation of the Directors

According to the good Corporate Governance, the Board of Directors require the Directors and Committees to evaluation the performance annually to ensure that the Directors' performance is effective and fair toward all Stakeholders. The evaluations are both as a whole Board and as individual. The Board of Directors regard that the evaluation would be the tool to help considering the result of the performance including the obstacle during the past year. The result will be analyzed and considered to find the conclusive standard for further development.

During 2020-21, the Board's performance evaluation is consider from 1) Self-assessment form of the entire Board 2) Self-assessment form of committees which consists of 3 committees; 2.1) the Audit and Risk Management Committee 2.2) the Corporate Governance, Nomination and Remuneration Committee and 2.3) the Corporate Social Responsibility and Sustainability Committee 3) Individual Assessment form of the Board and committees. The assessment criteria are as follows;

Assessment criteria		Board	Committees	Individual
1	Structure and Characteristics of the Board	/	/	/
2	Roles and Responsibilities of the Board	/	/	/
3	Board Meetings	/	/	/
4	Relationship with Management	/	X	X
5	Self-development of Directors and Management's development	/	X	X

The details of the performance evaluation process of the Board, committees and individual directors, are as follow;

1. The Corporate Governance, Nomination and Remuneration Committee considers and reviews the performance evaluation for completion, correction and proposes to the Board of Directors for approval to use the assessment forms.
2. The Company Secretary circulates the assessment forms, duly approved by the Board of Directors, to all directors and compiles the result and comments of the performance evaluation.
3. The Company Secretary concludes the result of the evaluation and proposes to the Board of Directors through the Corporate Governance, Nomination and Remuneration Committee scrutinized for further development.

The level of performance evaluation of the Board and committees can be divided into 6 groups which are;

Score	Rating
90-100	Excellent
80-89	Very good
70-79	Good
60-69	Satisfactory
50-59	Pass
> 50	N/A

The performance evaluation for the financial year 2020-21 of the Board of Directors and committees both for the entire Board and for individual directors, is rated "Excellent". The Directors shared their comments completely and independently in the performance evaluation form.

Performance Evaluation of the President and CEO

The Committee reviews the President and CEO's performance on a yearly basis. The Board of Directors consider and grant an approval for a performance result in accordance with principles of the Corporate Governance, Nomination and Remuneration Committee. The evaluation is based on the President's performances in various aspects, for instance, leadership, policy and strategy determination, financial management, relationship with the Board of Directors and other stakeholders, product and service knowledge, and performances compared to other business companies in the same industry. During 2020-21, the overall evaluation result is in line with the standards and requirements set by the Company.



HAVE YOU SEEN FRAUD AND MISCONDUCT AT WORK?

From 1 May 2021 onwards, report can be made to KPMG, independent 3rd party in both Thai and English via 3 channels as follows:



Please call the **TCOC Helpline Services** at
1-800-292-777 (Toll Free) or 02-677-2800
Call times: **8:30 am - 5:30 pm**
Monday - Friday (Except public holidays)



Email: **tell@thailand-ethicsline.com**
Subject: **TCOC Helpline Services**



Post: **TCOC Helpline Services**
P.O. Box 2712, Bangrak Post Office,
Bangkok 10500

Business Ethics

The Company conducts its business based on 5 core values of “Pioneering, Integrity, Excellence, Responsibility and Unity” under Tata Code of Conduct (TCoC). This code represents Company’s core values and principles that guide and direct the business operations for the Tata Group. This ensures that the Company operates at the highest level of ethical standards.

TCoC has been translated into Thai language with exactly the same format as original copy for easy understanding. A copy of the same has been distributed to the Board of Directors, Management Committee, Company’s Executives, and every employees. The distribution of this document has also been extended to external stakeholders both in the public and private sectors that conduct business with Tata Steel (Thailand). In addition to this, the Company’s management has organized an appropriate level of oversight and communication to encourage employees at all levels to uphold these Code of Conduct in day to day business activities in strict manner. This refers to the transparency, honesty, and fairness. All employees of the Company were required to attend ethics seminars and were tested accordingly. Furthermore, employees were required to sign a pledge to abide by the strict guidelines set out in the Code of Conduct.

Tata Code of Conduct is treated as a live document. As such, it is continuously modified and improved to reflect the cultural norms and rules that constantly change. In the event that the Company’s Code of Conduct is violated, a report must be made to the superiors according to the Company’s hierarchy. Since 2008, the Company has established an Ethics Counselor to encourage employees to send complaints or report on actions that violate the Company’s Code of Conduct.

Furthermore, the Company has announced “Whistle blower Policy” for the Directors, employees, customers, suppliers and other stakeholders of Tata Steel (Thailand) Public Company Limited Group to safeguard employees and external stakeholders who choose to report on the violation or possible violation of the Code of Conduct to the Chairman of the Audit and Risk Management Committee or the Ethics Counselor or to other company’s specific units safely and practically.

Since October 1, 2017, The Company started TCoC Helpline to connect employees, contractors and partners to the third party who is independent from Tata Steel (Thailand) Group and expert in taking note of the code of conduct violation from employees or contractors. The service is totally confidential. The Helpline can call on 1-800-292-777 (Toll Free) or 0-2677-2800 available on Monday-Friday from 08:30 – 17:30 hrs. (Except Public Holidays) and via email address tell@thailand-ethicsline.com Alternatively, the users can make a report via post P.O. Box 2712, Bangrak Post Office, Bangkok 10500. The whistle blower’s identity is not recorded to ensure confidentiality and the whistle blower’s identity remains anonymous.

Anti-Bribery and Anti-Corruption

The Company operates fairly and transparently by enforcing covenants relating to the prevention, stopping, and investigating of racketeering, corruption, and bribes. In addition to this the Company established a clear policy that discourages bribes and all forms of corruption. Furthermore, the Company also cooperates with both the public and private sectors to build standards on clean business conducts.

The Company signed Thailand's private sector's declaration of intent for Thai Private Sector Collective Action Against Corruption (CAC) in resisting and discouraging corruption in all of its forms since 2014. The CAC directors have approved the Company as "a company that has been evaluated to have full procedures and clear standards that prevents corruption within the organization up to the level that is required by the CAC" since 2015. The Company also continuously cooperated with Thai Private Sector Collective Action Against Corruption Council (CAC) to improve ethical policy and practices. In addition, the Company had trained Tata Code of Conduct and related policies to all employees and arranged communication's sessions with customers, vendors and contractors in annual meetings for clarification the Tata Code of Conduct and related policies.


The Company is also a certified member of Partnership against Corruption for Thailand (Pact) and signed a declaration to promote children's rights and business principles at The Children Sustainability Forum hosted by Thaipat Institute and UNICEF.

All Board Members, senior executives and all employees comply with these policies. The Company takes a zero-tolerance approach to corruption and does not, either directly or indirectly, through intermediaries or other third parties, solicit, receive, offer, promise or provide any financial or other advantage of material value or otherwise exercise improper influence with the intention of obtaining advantage in the conduct of its business.

Internal Control and Internal Audit

The Company encourages employees at all levels to realize the importance of internal control and internal audit system by setting up efficient controlling/monitoring procedures throughout the organization. The intent is to have a compliant process to maintain flexibility where employees can control, supervise, evaluate and review their own work to minimize the risk of fraudulent acts and improper exercise of power and to prohibit illegitimate activities.





Since 2009, the Company has also set up its own internal audit function reporting to Senior Department Manager – Internal Audit. This Internal Audit team has the responsibility to supervise the internal audit work of the Company and its subsidiary. Internal Audit team operates under the supervision of the Audit and Risk Management Committee. The Audit and Risk Management Committee carries out quarterly review to oversee compliance with the policies, plans, authority and regulations, including evaluating the risk management and internal control for appropriateness and effectiveness. This is done to ensure that major operations and significant financial transactions are carried out according to the prescribed guidelines and regulations.

Additional details appear in “Internal Control and Risk Management”.

Handling of Conflict of Interest

The Company places high importance on the handling of Conflict of Interest issues with caution. Directors, Executives and employees are expected to work with honesty, independence and in a transparent manner in the overall interest of the Company and Shareholders by following the guidelines of SEC, SET, Company’s Article of Association and relevant laws. It also reports and discloses complete and clear information on Company’s operation. Care is taken to not disclose insider information or uses such information for personal advantage. If any of the Directors has a stake or interest in the matter discussing, he/she will not attend such meeting or will abstain his/her vote.

Moreover, the Company emphasizes the strict compliance with the Code of Conduct in business operation and has set clear guidelines on the subject for employees at all levels.

Training and development Programs for Directors and Executives

As the Company has always recognized the importance of duties and responsibilities of the Board of Directors and executives, it is necessary to provide them with knowledge development programs related to the Company’s business operations. The Company arranges an orientation for new members of the Board of Directors and executives. The schedule for the 2 day “Induction Program” is with the President and CEO and Vice Presidents sharing the update on the performance, opportunities, concerns and risks of the Company as a whole and individually in the areas of Operation, Finance, Marketing and Sales, Procurement, Business Excellence and Shared Services. The program includes the new Directors visiting the Plants and understanding the operations. The Company Secretary prepares a dossier with the Director’s Manual and other useful documents for the new Directors.

The Company encourage the Board of Directors to attend further training programs and seminars which enhances their understanding on directors’ roles from the reputed institutions including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Thai Institute of Directors (IOD), and nationally renowned universities, aiming to maximize knowledge and ability to perform work effectively and keep pace with changing business situations. All Thai directors, President and CEO and Vice President – Finance and CFO have attended various training programs organized by IOD.

Details of the training program attended by Mr. Hatasakdi Na Pombejra, Director during 2020–21 appear in the section “Information of the Directors”



INTERNAL CONTROL SYSTEM

The Board of Directors of the Company is responsible for the financial statements of Tata Steel (Thailand) Public Company Limited and its subsidiaries, including financial information disclosed in the annual report for the year 2020-21, which have been prepared in accordance with Financial Reporting Standards prevailing in Thailand, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act. The policies pursued are appropriate and applied consistently with regard to reasonableness and careful preparation. Important information is also adequately and transparently disclosed in the Notes to the Consolidated and Separate Financial Statements for the Company's shareholders and investors.

The Board of Directors has assigned the Audit and Risk Management Committee to review the financial reporting process of the Company and its subsidiaries in accordance with Financial Reporting Standards and consistently applied accounting standards in-line with the rules and regulations of the Securities and Exchange Commission ("SEC") and the Stock Exchange of Thailand ("SET") as well as concerned legislation. The responsibilities of the Audit and Risk Management Committee include reviewing the Company's performance in compliance with corporate governance principles, monitoring of the overall risk management framework, maintaining suitable, effective and well-recognized internal control and audit systems, the selection and recommendation of external auditors, and any other tasks assigned by the Board of Directors.

The Company's Internal Audit Department reports to the Audit and Risk Management Committee. The Internal Audit Department is responsible for reviewing the adequacy and effectiveness of the Company's internal control systems for TSTH and its subsidiaries. The department reports its findings and recommendations to the management and the Audit and Risk Management Committee. The internal control reviews are performed to ensure the existence of an effective system of internal controls which provide reasonable

assurance for achievement of the Company's objectives. The Risks at all levels of the Company are managed through an effective internal control system and documented in the Internal Control System evaluation form of sufficiency, in line with the requirements of The Securities and Exchange Commission (SEC) of Thailand.

The internal control system in use at the Company has adopted the internal control framework as advocated by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"). The Board of Directors of the Company has considered the recommendations of the Audit and Risk Management Committee, evaluated its opinion on the internal control systems of the Company and its subsidiaries and found the internal control systems to be adequate. The summary of the Company's internal control system, in line with the COSO principles is detailed below.

CONTROL ENVIRONMENT

The Company prepares annual and long term plans which are approved by the Board of Directors. These plans form the basis of arriving at employee goals and objectives at all operating units and the steps to be followed to achieve the Company's objectives. These objectives are reviewed from time to time. The Company has a well-structured organization in place that describes the individual's responsibilities for key businesses and other functions. All employees have been provided the TSTH Policies Handbook which contains all of the policies that facilitate in improving the control environment. TSTH has detailed Code of Conduct for its directors, executives, stakeholders and employees. The Code of Conduct of the Company has been announced to, read, and signed by all employees. The Anti-Corruption Policy has been implemented by TSTH to conduct the Company's global business operations honestly, fairly, without corruption or bribery and with accountability. These policies are also published on the website of Tata Steel (Thailand) Public Company Limited.





ENTERPRISE RISK MANAGEMENT

The Company has a process to identify and consider the implications of business risk factors which are continuously updated with changes in economic scenario, financial outlook, relevant industry environment and internal resources. Risks are prioritized based on the likelihood of occurrence and severity impact on the achievement of business objectives. Another dimension of Risk Velocity has also been added. Risk Assessment Matrix is cascaded throughout the Company. Head of Departments accordingly formulate the comprehensive action plan to mitigate the risks. The review and monitoring is performed regularly through the corporate level meeting of management team and by the Audit and Risk Management Committee. Enterprise Risk Management is an integral part of the reports presented in the Board Meetings.

OPERATIONAL CONTROL OF MANAGEMENT

The Company has established policies and procedures that are appropriate for the efficient operations of the business. These include the determination of clear scope, responsibility and authority for each level of management, and monitoring of the operation of the Company and its subsidiaries on a regular basis. Appropriate internal controls are also evident in transactions concerning major shareholders, directors, management or related parties.

INFORMATION TECHNOLOGY AND COMMUNICATION

The Company and its management ensure that adequate and sufficient information is provided to the Board for their review and consideration. The minutes of the meeting of the Board of Directors are prepared by the Company Secretary. The minutes cover all aspects of discussion held during the Board meeting. The minutes of the meeting are reviewed and signed by the Chairman of the meeting. The Company Secretary fulfills any requirement or provides any information needed to provide assistance to the directors as requested.

WHISTLE BLOWER POLICY

The Company has a Whistleblower Policy which provides channels for employees and other stakeholders to lodge any concern or complaints anonymously. The website of the Company provides various communication channels for external parties, e.g. Investor Relations, Customer Relation, etc. The Company provides a communication channel to external parties who may wish contact the Independent Director and Chairman of the Audit and Risk Management Committee directly by sending an email to: alank@libertasth.com or may contact the third party TCoC Helpline through toll-free phone / via the website as detailed in the Whistle Blower Policy

MONITORING

The annual business plan is reviewed and approved by the Board of Directors. The Company's quarterly financial statements are reviewed by the Audit and Risk Management Committee and recommended to the Board of Directors for approval. Moreover, the Audit and Risk Management Committee reviews the annual audited financial statements and makes recommendations to the Board for its consideration and approval. The Management evaluates the capability of the internal control system on an annual basis and updates it accordingly to reflect the evolving needs of the business.

The Company's Internal Audit Department formulates the annual internal audit plan which is approved by the Audit and Risk Management Committee. The risk-based audit plan considers the risk factors and the results of previous internal audit reviews. The Internal Audit Department reviews the internal control system throughout the various business processes and across all subsidiaries according to its Annual Internal Audit Plan. The deficiencies and recommendations are communicated to agencies responsible for implementation. The audit reports and findings are presented to the Audit and Risk Management Committee on quarterly basis.

The Board believes that the internal control system of the Company, in general, is adequate to assure that the financial statements of Tata Steel (Thailand) Public Company Limited and its subsidiaries present, in all material respects, the financial positions, results of operations, and cash flows accurately.





CONNECTED TRANSACTIONS

Characteristics of connected transactions

For the 12-month period ended March 31, 2021, March 31, 2020 and March 31, 2019, the Company entered into connected transactions with related companies as summarized below:

Type of Connected transactions

Unit : Thousand Baht

	FY21	FY20	FY19
Sales	1,562,867	1,501,005	2,451,627
Purchases	2,765,594	1,178,050	1,251,305
Purchases of assets	-	-	3,370
Other expense	811	1,074	1,935
Trade receivables	279,604	226,196	58,385
Other receivables	44	44	328
Trade payables	185,080	2,347	2,285
Other payables	2,256	2,267	3,849

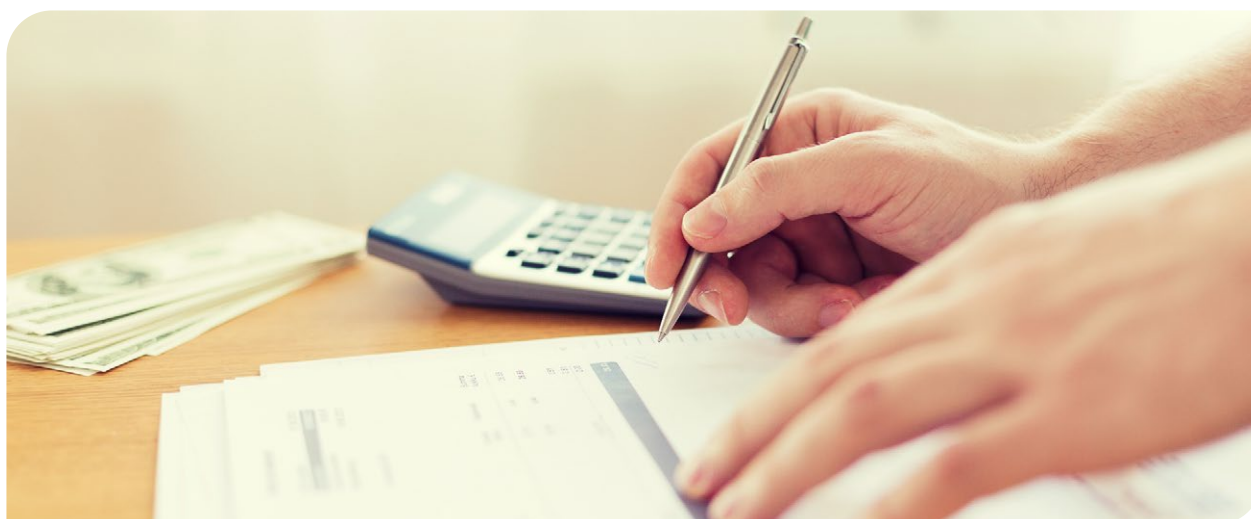
Refer "Notes to the Consolidated and Separate Financial Statements" No. 33: Related party transactions, page 181 for details of connected transactions.

Pricing Condition and Policy

The said connected transactions between the Company and subsidiaries or related companies were adopted for commercial transactions, including borrowing or grant of loans within the policy frame work of transfer pricing mechanism on fair and at an arms' length basis, with prices and interest rates as would be applicable to a third party. In the absence of reference price or interest benchmark rate, the Company uses the third party prices as if operating under the same or similar conditions with significant transactions.

Necessity and Appropriateness of Connected transactions

The said connected transactions have been transacted in the normal course of business and in accordance with generally accepted trading terms. The benefits to the Company from such transactions were that purchase of raw materials ensured quality and continuity of supply; sales of goods added more channels of product distribution.





Measures/Procedures of approving connected transactions

In approval of connected transactions, each subsidiary, as clearly set forth in the Authority Table of the Company, must seek approval from either its Vice President or the subsidiaries' Board of directors or President or Executive Committee or the Company's Board of directors, depending on the amount of budget involved under the Company's internal control system which has properly been set up. The delegation of authority is reviewed on a regular basis for the sake of operational flexibility and internal control.

Should there be any transactions relating to persons having conflict of interest with the Company, the Company strictly follows the rules and regulations according to the notifications of by the Securities and Exchange Commission and the Stock Exchange of Thailand, i.e., seeking approval from the Board of Directors and/ or the shareholders, with the recommendation from the Audit and Risk Management Committee. Directors and Executives having interest and/ or connection on a matter do not attend the meeting or vote on such matter for the sake of fairness.

The implementation also included the compliance with the regulation, in case there be a disclosure of connected transactions and acquisition or disposition of assets of the Company or its subsidiaries. The company conforms to the accounting standards announced by Federation of Accounting Professions with respect to the disclosure of connected transactions. The connected transactions are established on the basis of necessity, reasonableness, and the optimal benefit of the company.

Policy or future trend of connected transactions

Future connected transactions between the Company and its subsidiaries or related companies will continue to be conducted in the ordinary course of business on fair and at an arm's length basis. In respect of transactions involving persons with conflict of interests or having interests and/or connected persons, the Company will strictly perform accordingly to measures and procedures prescribed by the Securities and Exchange Commission, the Stock Exchange of Thailand and Revenue Department.





Financial Performance

During Financial Year 2020-21 (FY21), the deliveries were at 1.303 million Tons as against 1.201 million Tons of previous year. Higher deliveries as compared to the previous year were primarily due to improvement in domestic demand especially in special wire rods and rebars, partly offset by lower export sales. The revenue from sales and related services was higher than previous year from improvement in domestic demand. EBITDA for the year was at Baht 1,357 million and Profit before taxes for the year at Baht 688 million as compared to the EBITDA of Baht 719 million and Profit before taxes Baht 111 million in the previous year.

The analysis of major items of the financial statement is as follows:

1) Revenue from sales and related services and other income

Unit: Million Baht

	FY21	FY20	Change%
Revenue from sales and related services	22,017	20,125	9%
Gain on exchange rate - net	20	2	900%
Dividend income from other long-term investment	29	14	107%
Interest income	3	4	(25%)
Compensation from insurance company	50	69	(28%)
Others	17	20	(15%)
Revenue from sales and related services and other income	22,136	20,234	9%

2) Cost of sales and related services

Unit: Million Baht

	FY21	FY20	Change%
Cost of sales and related services	20,533	19,379	6%

Cost of sales and related services higher by 6% due to higher sale volume, higher metallic cost and lower conversion cost from decreasing price of raw material like graphite electrode, natural gas and additions.

3) Selling and Administrative expenses

Unit: Million Baht

	FY21	FY20	Change%
Selling and Administrative expenses	755	692	9%

The selling and administrative expenses was higher than last year attributable to higher provision for Brand Equity & Brand Promotion fee in line with higher PBT, tax penalty and surcharge assessed by the Revenue Department and SAP implement for One Company project.

4) Finance Costs

Unit: Million Baht

	FY21	FY20	Change%
Finance Costs	43	52	(17%)

The reduction in Finance cost over previous year was due to lower utilization of utilities and scrap financing from billets imported through LC and NTS steel plant shutdown during Q1FY21. Partially offset by interest expense relating to right-of-use assets (ROU) from the adoption of new financial reporting standard (TFRS16, Leases).

5) Profit before income tax expense

Unit: Million Baht

	FY21	FY20	Change%
Profit before income tax expense	688	111	520%

PBT for the year of FY21 was higher over FY20 attributable to the lower conversion cost on account of lower price of graphite electrodes, ferro alloys and natural gas, higher sales volume mainly from domestic special wire rods and rebars, absence of provision for change in labour law in relation to severance pay, partly offset by provision for loss of impairment of MBF assets.

6) Income tax expense

Unit: Million Baht

	FY21	FY20	Change%
Income tax expense	57	63	(10%)

As on 1 January 2021, TSMT entered into the Entire Business Transfer with SISCO and SCSC. Accordingly, TSMT has tax loss resulted in lower income tax expenses in the current year.

7) Cash and cash equivalents

Unit: Million Baht

	FY21	FY20	Change%
Cash and cash equivalents	951	577	65%

As on March 31, 2021, the Company and its subsidiaries had a net increase in cash and cash equivalents of Baht 374 million as compared to the previous year. The change was mainly on account of increase in net cash from operating activities amounting to Baht 487 million. This comprised of operating profit before changes in operating assets and liabilities of Baht 1,372 million and increase in changes in operating assets and liabilities of Baht 885 million which is largely due to the increase in the inventories. With respect to investing activities, there was a net cash outflow of Baht 58 million related to investments in fixed assets. Net cash outflow of Baht 55 million from financing activities was towards lease liabilities repayment of Baht 35 million and towards short term loan repayment of Baht 20 million.

8) Trade and other receivables, net

Unit: Million Baht

	FY21	FY20	Change%
Trade and other receivables, net	1,129	650	74%

The increase in trade and other receivables was mainly on account of higher domestic sales and India parcel exported in March 2021.

From 1 April 2020, The Company and its subsidiaries applies the TFRS 9 simplified approach in measuring the impairment of trade receivables, which applies lifetime expected credit loss, from initial recognition, for all trade receivables. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances. As on March 31, 2021, the Company and its subsidiaries set aside a cumulative loss allowance amounting to Baht 79 million, equivalent to 6.66% of total trade accounts receivables. As on March 31, 2020, the cumulative provision for doubtful accounts amounted to Baht 93 million, equivalent to 12.89% of total trade accounts receivables.

9) Inventories, net

Unit: Million Baht

	FY21	FY20	Change%
Inventories, net	3,459	2,515	38%

Increase in inventories over previous year was mainly from finished goods to support the market demand during the planned shut-down in Q1FY22.

10) Financial assets measured at fair value through other comprehensive income

Unit: Million Baht

	FY21	FY20	Change%
Financial assets measured at fair value through other comprehensive income	207	-	N/A

As of 1 April 2020, The Company and its subsidiaries applies the TFRS 9 and reclassified general investments in equity instruments to FVOCI (Fair value through other comprehensive income).

11) Property, plant & equipment and Intangible assets

Unit: Million Baht

	FY21	FY20	Change%
Property, plant & equipment and Intangible assets	2,594	2,922	(11%)

Reduction in property, plant & equipment and intangible assets is on account of normal depreciation and amortization for the year, partly offset by additional investment of Baht 130 million in fixed assets during the year.

12) Right-of-use assets

Unit: Million Baht

	FY21	FY20	Change%
Right-of-use assets	670	-	N/A

On 1 April 2020, the Company and its subsidiaries has adopted the new lease standard (TFRS16) in its financial statements. TFRS16, Leases result in almost all leases being recognised on the balance sheet as the distinction between operating and finance leases is removed. A right-of-use asset and a lease liability will be recognised, with exception on short-term and low-value leases.

13) Other non-current assets

Unit: Million Baht

	FY21	FY20	Change%
Other non-current assets	99	113	[12%]

Reduction in other non-current assets reflects the refundable corporate income tax, TSTH has been assessed by the Revenue Department and resulted to additional income tax.

14) Short-term borrowings from financial institutions

Unit: Million Baht

	FY21	FY20	Change%
Short-term borrowings from financial institutions	441	462	[5%]

Reduction in short-term borrowings from banks mainly reflects lower utilization of utilities, and other raw material financing.

As at 31 March 2021, short-term borrowings from financial institutions bear interest rates BIBOR+2% per annum for other working capital arrangement (2020 : interest rate at 3.97% per annum and BIBOR+2.1% per annum) and due from 2 April 2021 to 17 May 2021 (2020 : from 1 April 2020 to 18 June 2020).

15) Lease liabilities, net

Unit: Million Baht

	FY21	FY20	Change%
Lease liabilities, net	695	41	1,595%

On adoption of TFRS 16, the Company and its subsidiaries recognised lease liabilities in relation to leases which had previously been classified as 'operating leases' under the principles of TAS 17 Leases. TFRS 16, Leases result in almost all leases being recognised on the balance sheet as the distinction between operating and finance leases is removed. A right-of-use asset and a lease liability will be recognised, with exception on short-term and low-value leases.

16) Employee benefit obligations

Unit: Million Baht

	FY21	FY20	Change%
Employee benefit obligations	329	341	[4%]

Reduction in employee benefit obligations mainly due to higher employee benefit obligations paid.

Sources of Capital Funds

Appropriateness of capital structure

As on March 31, 2021, the Company and its subsidiaries' had a debt to equity ratio of 0.32 times worse from 0.20 times in 2020.

Shareholders' equity

As on March 31, 2021, the Company and its subsidiaries had shareholders' equity of Baht 9,880 million consisting of the paid-up capital from ordinary shares and share premium totaling Baht 11,810 million, retained deficit Baht (2,455) million, the legal reserve Baht 374 million, other components of equity Baht 165 million and non-controlling interests Baht (14) million.

Liabilities

As on March 31, 2021, the Company and its subsidiaries had liabilities amounting to Baht 3,120 million consisting of current liabilities of Baht 2,132 million and Baht 988 million for non-current liabilities, representing 68% and 32% of total liabilities, respectively. Current liabilities included short-term borrowing from financial institutions of Baht 441 million, trade and other payables of Baht 1,591 million, current portion of lease liabilities of Baht 39 million and other current liabilities of Baht 61 million. Non-current liabilities included lease liabilities of Baht 656 million, employee benefit obligations of Baht 329 million, deferred tax liabilities of Baht 2 million and provision for decommissioning costs of Baht 1 million.

Financial Ratios

In FY21, current ratio at 2.63 times a bit lower than 2.72 times in the previous year and net debt to EBITDA coverage ratio registered 31.54 times increased from 13.77 times in the previous year. The Company and its subsidiaries' had gross profit margin

was 6.74%, an increase of 3.03% from the previous year, net profit margin was 2.85%, an increase of 2.61% from the previous year. The Company and its subsidiaries' had return on equity was 6.65% and return on asset was 5.28% increased 6.12% and 4.86% respectively as compared to the previous year.

Commitments potentially affecting its operation and financial status in the future

As of March 31, 2021, the Company had commitments as follows:

1. Its subsidiaries had Letter of Credit (L/C) amounting to Baht 385 million opened but were not under the liabilities' condition.
2. Letters of guarantee issued by the financial institutions to the Revenue Department, Electricity Generating Authority of Thailand, Provincial Electricity Authority, Industrial Estate Authority of Thailand and Bureau of Indian Standards amounting Baht 404 million in the normal courses of business.
3. Its subsidiaries had obligations under the purchase agreement of machinery and equipment totaling of Baht 35 million
4. The Company and its subsidiaries had obligations under operating lease agreements (including service fee) amounting to Baht 9 million.

Other factors potentially affecting Company's operation and financial status in the future

Other factors that may affect Company's operation and financial status in the future are shown as the risk in item "Risk of business", and item "Notes to the Consolidated and Separate Financial Statements", No. 7: Financial risk management.





REPORT OF THE EXECUTIVE COMMITTEE

Dear Shareholders,

The Executive Committee comprises of four Directors. The Committee is chaired by Mr. Peeyush Gupta, and members are Mr. Ranganath Raghupathy Rao, Mr. Ashish Anupam, and Mr. Rajiv Mangal. During the financial year 2020-21, each committee member performed their duties according to the charter as set by the Board. The committee carried out its supervisory tasks that are managed in pursuance to their scope of authority.

During 2020-21, while no formal meeting of Executive Committee was scheduled, the Committee continued to guide the management on selected matters from time to time through electronic media including emails, video conference and circular resolutions.

Significant duties performed by the Committee during 2020-21 were as follows:

1. Refined policies, strategies and shared best practices to correspond with the economic situation.
2. Considered and provided guidance on the business plan and annual budget allocation for the year 2020-21.
3. Supervised, provided oversight and monitored the Company's operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and business plan for the year 2020-21 as prescribed by the Board of Directors.

Peeyush Gupta
Chairman of Executive Committee



REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

Dear Shareholders,

The Audit Committee of Tata Steel (Thailand) Public Company Limited has been renamed as Audit and Risk Management Committee at the Board of Directors meeting held on April 20, 2021. The Committee consists of three Independent Directors, who possess appropriate qualifications to serve on the Audit and Risk Management Committee.

During the fiscal year 2020-21, the Committee held 4 meetings, with the attendance of the Audit and Risk Management Committee members as under:

Name	Position	Number of Meetings	Attendance
1. Mr. Alan Kam	Chairman	4	4 ^(a)
2. Mr. Hatasakdi Na Pombejra	Member	4	4 ^(b)
3. Ms. Anuttara Panpothong	Member	4	4 ^(c)

Remark : ^(a) Attended one meeting through electronics media
^(b) Attended two meetings through electronics media
^(c) Attended three meetings through electronics media

The Audit and Risk Management Committee has performed the tasks in accordance with the scope of its responsibilities as assigned by the Board of Directors, as per the Audit and Risk Management Committee Charter and in alignment with the regulations of the Stock Exchange of Thailand (SET).

Significant activities of the committee during the year are summarised hereunder:

1) The committee reviewed the quarterly financial statements and the annual financial statements of the Company, discussed the significant accounting policies, internal controls etc. with the management, internal auditor and external auditors of the Company before recommending the financial statements to the Board of Directors for approval.

Based on the review and discussions with the external auditors of the Company, the Committee believes that the company's financial statements are correct, complete, presented fairly with adequate information in compliance with Financial Reporting Standards and relevant regulations.

2) The Committee supervised and reviewed related transactions or transactions that may involve conflict of interest including connected transactions in order to ensure that the Company has operated in accordance with normal business conditions reasonably and complied with the measures and procedures in accordance with the announcements and regulations of the Securities and Exchange Commission, The Stock Exchange of Thailand and the Revenue Department.

3) The Committee supervised and reviewed the process of whistle blower including raising concerns about violations of the code of conduct ("Whistle Blower Policy and Practices") and providing suggestions for improving the process in order to increase efficiency and effectiveness in accordance with the Company's code of conduct as well as scrutinize consideration complaints for fairness to all parties with appropriate protection measures for complainants.

4) Each quarter of the year, the Committee deliberated the Management Discussion and Analysis (MD&A) in consultation with the management. The Committee approved the quarterly MD&A reports and reviewed the annual MD&A report before recommending the same to the Board of Directors.

The Committee believes that the Management Discussion and Analysis (MD&A) report is presented fairly with adequate information.

5) The Committee reviewed and approved the Annual Internal Audit Plan for the year 2021. The audit findings were reviewed by the committee and recommendations were given to follow up the corrective actions. The Committee reviewed quarterly presentation of Internal Audit which include progress of audit coverage according to the plan, significant findings and follow up status of audit recommendations. The Committee also reported some of the significant audit issues to the Board for their information.

Based on its review, the Committee is of the opinion that the Company's internal audit function, including its independence and team size, is adequate and effective.

- 6) The Committee assessed the adequacy of internal control systems with the Company's management, external auditors and internal audit and reviewed significant findings on internal controls of all the subsidiaries of the Company, recommended corrective actions. The Committee works together with the internal auditor and management to streamline the internal control systems and procedures as a continuous process.
- 7) The Committee reviewed the Enterprise Risk Management of the Company in its quarterly meetings. The risk register covers several corporate risks related to operations, climate change risk, reputational risk, and product stewardship. The committee took note of these risks, risk mitigation plans and also provided recommendations for further improvement in the risk management process.
- 8) The Committee has conducted a self-assessment to review and evaluate its performance by benchmarking it with the Audit and Risk Management Committee Charter and best practice guidelines. The Audit and Risk Management Committee is satisfied that it has been effective in carrying out its duties and has followed the terms of reference in its

charter. The results of the self-assessment were reported to the Board of Directors of the Company.

- 9) The Committee considered, proposed the appointment and remuneration of the auditors by assessing their knowledge, ability, experience and independence of the performance for the fiscal year 2020-21 and resolved to propose to the Board of Directors to propose to the shareholders' meeting to consider reappointment of the auditor for the fiscal year 2021-22.

In summary, the Audit and Risk Management Committee performed its duties as specified in the Board-approved charter with competence, prudence, and independence in equitable interests of stakeholders. In the opinion of the committee, The Company's financial reports were accurately prepared in all material aspects under generally accepted accounting principles. The Company has adequate risk management practices, appropriate internal control and internal audit system, compliance with good corporate governance, legislation, requirements, and obligations relevant to its businesses.



Alan Kam

Chairman of the Audit and Risk Management Committee





REPORT OF THE CORPORATE GOVERNANCE NOMINATION AND REMUNERATION COMMITTEE

Dear Shareholders,

The Corporate Governance, Nomination and Remuneration Committee comprises of four Directors out of which half are Independent Directors. During Financial Year 2020-21, each committee member performed their duties according to the charter as set by the Board. The committee carried out its supervisory tasks in pursuance to the regulations concerning the good corporate governance principles.

For the year FY 2020-21, the CG, Nomination and Remuneration Committee had two meetings, with attendance record as shown below.

Name	Position	Number of Meetings	Attendance
1. Mr. Peeyush Gupta	Chairman	2	2 ^(c)
2. Mr. Alan Kam ^(a)	Member	2	2 ^(b)
3. Mr. Taratorn Premsoontorn	Member	2	2 ^(b)
4. Ms. Anuttara Panpothong ^(a)	Member	2	2

Remark : ^(a) Independent Director

^(b) Attended one meeting through electronics media

^(c) Attended two meetings through electronics media

Significant duties performed by the Committee during 2020-21 were as follows:

CG and Nomination

- Held discussions with the management and proposed to the Board to consider the action plan for the improvement of CG score in CY 2020.
- Reviewed the CG score for CY 2020 and advised the management of ways to improve it further.
- Considered the candidature and proposed the Board to consider re-appointment of Directors who retired in accordance with the Company's CG Policy.
- Reviewed succession planning process and talent pipeline for top management in the company.
- Reviewed and recommended to the board budget for training & development of the Directors.
- In order to bring more focus to the Enterprise Risk Management process of the Company, the Committee in its meeting held on April 20, 2021 proposed to rename the Audit Committee to be "Audit and Risk Management Committee" and proposed to amend the charter of the Audit and Risk Management Committee to include "Monitoring of the overall risk management framework, financial reporting processes, processes for compliance, performances of auditors and oversight of the audit program.

- Appointed Ms. Anuttara Panpothong, an Independent Director, to be Chairperson of the Corporate Governance, Nomination and Remuneration Committee in its meeting held on April 20, 2021. This will be effective from the next meeting of the Committee.

Remuneration

- Proposed the Board for consideration of remuneration to Directors for the year FY 2020-21.
- Considered Annual Salary Increase and Variable Bonus (ASI and VB) for FY21 and long term remuneration for the President and CEO and recommend the same to the Board.
- Considered ASI and VB for the employees of Company and its subsidiaries and recommend the same to the Board.

Peeyush Gupta

Chairman of CG, Nomination and Remuneration Committee



REPORT OF THR CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY COMMITTEE

Dear Shareholders,

For the financial year 2020 – 21, the Corporate Social Responsibility and Sustainability Committee performed their duties according to the charter, approved by the Board of Directors. During the year, the company formulated the new Vision to be “Best in class in ASEAN in Value Creation for Stakeholders and Corporate Citizenship”. The same was reviewed and approved by the Board of Directors. The new Vision reinforces Company’s desire and commitment to continue on the path to become a sustainable organization with high standards of corporate citizenship.

There were 2 meetings during the year. The attendance record of the directors is as shown below:

Name	Position	Number of Meetings	Attendance
1. Mr. Hatasakdi Na Pombejra ^(a)	Chairman	2	2
2. Mr. Ashish Anupam	Member	2	2 ^(b)
3. Mr. Rajiv Mangal	Member	2	2

Remark : ^(a) Independent Director

^(b) Attended two meetings through electronics media

The Corporate Social Responsibility and Sustainability Committee has focused on the supervision and monitoring of the performance in three aspects namely, (1) Occupational, Health and safety (2) Corporate Social Responsibility and (3) Sustainable Development and regularly reported the progress to the Board of Directors. The report of significant duties is as follows:-

1. Occupational, Health and Safety

The Committee has provided oversight on this by focusing on 6 strategic priorities 1) Safety Leadership Development to be role model for employees 2) Organizational Safety Competency and Capability Enhancement 3) Contractor Safety Management, 4) Road Safety, 5) Process Safety Management, and 6) Occupational health and industrial hygiene. Apex Safety Council (ASC) in the company formulates, tracks and reviews the effective deployment of the OSHE policies on a monthly level. There are six Apex Safety Sub-Committees (ASSC) to deploy the same across the various locations through Plant Implementation Committees (PIC) and Department Implementation Committees (DIC). The PIC and DIC takes the feedback and cooperate with the Committee of Occupational Safety, Health and Environment of each plant and the head office which in turn has employee representatives as per labor laws.

The performance according to the Annual Business Plan (ABP) and the safety strategic priorities is as given below:

- The Company organized quarterly campaigns to raise occupational safety awareness amongst the employees and contract workers. During this year, the themes were: Hearing Protection, Hand Injury Free, Working at Height and Road Safety.
- Health: Determination and implementation of COVID-19 prevention measures in all 3 plants and head office according to guidelines of Ministry of Public Health such as social distancing, providing face masks and hand sanitizer, checking the temperature before entering work and improving workplace. In addition, the Company has promoted good health for employees in the program of “We all can be Better than Before” by motivating employees to participate and improve their individual health index in four factors which are Body Mass Index (BMI), Blood Pressure, Diabetes and Cholesterol. As a result, 63% of employees had better health index in 2020 than 2019.
- Development of safety management system for all 3 plants from OHSAS18001 to be ISO45001.
- Implementation of Process Safety Management (PSM) as per 14 module requirements of Industrial Estate Authority of Thailand by completing pilot PSM at SCSC plant. Implementation of the same at SISCO and NTS plants is underway.
- Providing of training and development of knowledge and skills in occupational safety and health to employees by focusing on the safety standards. 100% of the employees and contractors were trained on at least one course.

- Continuing the implementation of Contractor Safety Management (CSM) by improving the safety performance to increase the 4 and 5 stars rating contractors. Criteria for high risk job has been revised to have contractors to be at least at 4 stars rating.

2. Corporate Social Responsibility (CSR)

The Committee supervised and monitored the CSR performance in compliance to Annual Business Plan of the Company and its subsidiaries by complying to the long term mission and expectations of the communities. The Company has focused on improving the quality of life of people in the communities around the workplace and the plants to gain trust and accept the Company as a part of building the sustainable community. The key performance in fiscal year 2020 – 21 consisted of:-

- Development of prosperity and income for the community together with strengthening the community enterprises to develop their local products and able to expand business on their own according to the Thailand Board of Investment promotion program (CSR-BOI) totaling 3 projects. The first 2 projects of Curry Puff product by SISCO plant cooperated with Ban Moh Community Enterprise, Saraburi Province, and Chinese sausage and egg noodles products by NTS Plant cooperated with Noen Kra Bok Community Enterprise, Chonburi Province, the Company already repaired the buildings and provided new machines and equipment to improve their products' quality and production efficiency. Another CSR-BOI project of Chocolate-covered riceberry snack bar product by SCSC Plant cooperated with Koh Kok Community Enterprise, Rayong Province is on process to provide the machines to them in the next fiscal year. In addition, all 3 Plants have motivated their employees to participate in communities' development by sharing knowledge of management and business practices to assist them in building stability for the community enterprises.
- Continuously strengthening relationships with communities and government agencies e.g. regular meeting with community representatives and local press, donating of 215,000 Baht for fighting against COVID-19 to 3 Hospitals; Saraburi Hospital, Rayong Hospital and Savang Vadhana Memorial Hospital in the provinces where our plants located, and supporting communities to open market for selling their One Tambon One Product (OTOP) to the employees and contractors at the plants at the end of each month.
- Promotion of religion, culture and education: participated in community events or traditional occasions such as Buddhist Lent Day Candle Ceremony, Kathin - Pharpa Samaggi Ceremony, Annual Masjid Tea Tradition Ceremonies of Islamic Community, etc. Donation of computer by cooperating with the Mirror Foundation to donate 40 set of the second hand's computers to Wat Ko Choeng Wai School, Saraburi Province and Ban Khaohin School, Chonburi Province. The Company also offered scholarships to underprivileged students in schools around the plants, renovated playground equipment in various schools, etc.
- Promoting good health and safety for communities by arranging motorcycle safety driving training, blood donation for The Thai Red Cross Society, making of 14 foot pedal alcohol gel dispenser from rebar of the plant and giving to the communities, and painting social distancing signs at schools to prevent the COVID-19 pandemic.
- Environmental conservation: initiating of "The Queen Mother's Birthday Reforestation Project Year 5th" project by planting trees, building dams and repairing artificial salt licks at Namtok Chet Sao Noi National Park, Saraburi Province and Ban Phu Don - Huay Mahad Community Forest, Rayong Province, initiating of "Forest For Life For our Beloved KING Year 9th" project by planting 1,000 mangroves and building artificial local coral which made from wood craps or tree branches floating in the sea in remembrance to His Majesty King Bhumibol Adulyadej The Great and to honor His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua at Mangrove Forest Conservation Learning Center, Klong Tumru Sub-District, Chonburi Province and "Follow in His Majesty's footsteps Mangrove Restoration" project by planting 1,000 mangrove trees at Small Boat Fishing Takuan-Ao Pradu Community, Rayong Province.

3. Sustainable Development

Due to the Company's sustainability materiality issues have been assessed since FY18, therefore, the Company assigned the management to do a survey of the materiality issues for all stakeholders at the end of last year. The Committee reviewed the results of new assessment to keep up with the current situations, challenges and changes in the future. The materiality issues of sustainability were analyzed and prioritized to be 5 Focus Issues for FY21 onwards. The Committee had supervised and monitored the performance in compliance to Annual Business Plan, the Key Performance Indicator and targets which were identified by the management. The Key highlights of these 5 focus materiality issues are as follows:-

- 1) Customer Satisfaction: Focusing on Customer Centricity and visiting the customers regularly in order to listen to their opinions and develop products by meeting face to face and by telephone or social media during COVID-19 outbreak. The Company has continuously improved the quality of products and services, such as improving quality of wire rods, surface scale, surface quality, increasing grades and sizes, increasing drawing ability to be suitable for customer application including for automotive parts, developing and delivering innovative products to continuously meet the needs of customers, for instances, Seismic Rebar that enhance safety for customers, Cut and Bend product that helps reduce the waste of unused steel from cutting and bending at the site, Deformed Bar: Grade SD50 that has higher strength compared to SD40, Readymade Dowel that can reduce import steel product from abroad, Readymade Deformed Bar Stirrup that used for the reinforcement of concrete structures, GB rebar for Thai-Chinese High Speed Rail project as well as faster services to response the customer's expectation.
- 2) Corporate governance and promoting ethical behavior: The Company was evaluated and received the CG score of 2020 at 93 (Excellent level) which is better than last year at 90. In addition, the Company had trained Tata Code of Conduct and related policies such as Whistle Blower Policy, Anti-Bribery and Anti-Corruption Policy to 100% of new employee and arranged communication's sessions with customers, vendors and contractors in annual meetings for clarification the Tata Code of Conduct and related policies. The Company also continuously cooperated with Thai Private Sector Collective Action Against Corruption Council (CAC).
- 3) Air Emissions: CO₂ emission was at 0.628 ton/ton of crude steel better than previous year of 0.667 ton/ton of crude steel achieved through the implementation of key energy and production factors with more efficiency from power reduction project by using Tap20 at SISCO Plant, upgrading RHF1 control system Level 2 at NTS Plant and using Solar Power. SISCO plant won the certificate of Carbon Footprint for Organization (CFO) Award from Thailand Greenhouse Gas Management Organization (Public Organization) for reduction in Green House Effect. Moreover, NTS and SCSC plants won Green Mining Awards 2020 for 3 consecutive years from the Department of Primary Industries and Mines (DPIM), Ministry of Industry. SCSC plants also won Green Star Awards 2020 from Industrial Estate Authority of Thailand.
- 4) Community Engagement: In fiscal year 2020-21, 100% of employees participated in CSR activities in various projects complying with annual business plan with an average of 8.0 hours per person per year and impacted to more than 50,000 people in community. NTS and SISCO plant won CSR-DPIM Continuous Award 2020 from Department of Primary Industries and Mines, Ministry of Industry and all 3 Plants also won CSR – DIW Continuous Award 2020 from Department of Industrial Works, Ministry of Industry.
- 5) Occupational Health and Safety: The Company focused on actions that complied to six safety strategic priorities including health care for employees and contractors to prevent the spread of COVID-19 according to the guidelines of the Ministry of National Health as well as encouraging employees to Work From Home (WFH). In FY21, the Company had Loss Time Injury Frequency Rate (LTIFR) at 0.21 time/million working hours. The number of minor injuries reduced to 7 from 16 cases in the previous year and there was no employees and contractors infected with COVID-19. NTS plant won National Safety Excellence Award 2020 from the Labour Protection and Welfare Department, Ministry of Labour.

Overall, the Company strongly continues its journey on the path of sustainability development. During the year, the company received "Thailand Sustainability Investment (THSI) Award 2020" from the Stock Exchange of Thailand (SET) and "Sustainability Disclosure Award 2020" from Thaipat Institute.

The Corporate Social Responsibility and Sustainability Committee would like to thank all shareholders and stakeholders for their continued support to the Company. We sincerely hope that we will continue to receive your valuable support and advice in taking our mission further.



Mr. Hatasakdi Na Pombejra
Chairman of the Corporate Social Responsibility and
Sustainability Committee



REPORT OF THE BOARD OF DIRECTORS' RESPONSIBILITIES TO THE FINANCIAL STATEMENT

Dear Shareholders:

The Board of Directors of the Company is responsible for the financial statements of Tata Steel (Thailand) Public Company Limited and its subsidiaries, including financial information disclosed in the Annual Report for the year 2020-21, which have been prepared in accordance with Financial Reporting Standards prevailing in Thailand, and financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act. The policies pursued are appropriate and applied consistently with regard to reasonableness and careful preparation. Important information are also adequately and transparently disclosed in the Notes to the Consolidated and Separate Financial Statements for the Company's shareholders and investors.

The Board has appointed an Audit and Risk Management Committee comprising of Independent Directors to supervise and review financial statements as well as to assess the internal control and risk management systems to ensure that accounting records are accurate, complete, and timely to prevent frauds and unusual operations. The views of the Audit and Risk Management Committee are reported in the Report of the Audit and Risk Management Committee for 2020-21 in the Annual Report presented herein.

The Board believes that the internal control system of the Company, in general, is adequate to assure that the financial statements of Tata Steel (Thailand) Public Company Limited and its subsidiaries present, in all material aspects, the financial positions, results of operations, and cash flow accurately.

Peeyush Gupta
Chairman

Rajiv Mangal
President & CEO

TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED
31 MARCH 2021



Tata Steel (Thailand) Public Company Limited

Independent Auditor's Report

To the shareholders and the Board of Directors of Tata Steel (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 Tata Steel (Thailand) Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 March 2021, 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 (TFRS).

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 March 2021;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

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

Key audit matters

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

Key audit matter	How my audit addressed the key audit matter
<p>Assessment of impairment of investments in a subsidiary and goodwill</p> <p>Refer to Note No. 9 to the consolidated financial statements related to critical accounting estimates and judgements related to the assessment of impairment of investments in a subsidiary and goodwill, Note 16 investments in a subsidiary and Note 20 goodwill.</p> <p>As at 31 March 2021, investments in a subsidiary, net, in the amount of Baht 5,802 million was presented in the separate financial statements and goodwill, net, in the amount of Baht 3,456 million was presented in the consolidated financial statements.</p> <p>For the year ended 31 March 2021, the management performed an impairment assessment over the investments in a subsidiary and the goodwill balances by:</p> <ol style="list-style-type: none"> 1. Calculating the discounted cash flow using a discounted cash flow model for 5 years, with constant terminal growth rate applied from the 5th year onwards. These cash flows were then discounted to net present value using the weighted average cost of capital; and 2. Comparing the discounted cash flow to their respective book values of each cash generating unit. The discounted cash flow of each cash generating unit was used to assess for allowance for impairment of investments in a subsidiary and goodwill of each cash generating unit. <p>Based on the annual impairment test, the management identified no allowance for impairment of the investments in a subsidiary and goodwill was required. The key assumptions were disclosed in Note 20 to the consolidated financial statements.</p> <p>I focused on this area because the balances were material to the consolidated financial statements. Moreover, the assessment of the recognition of loss from impairment in the investments in a subsidiary and goodwill were complex based on judgements and assumptions that were affected by expectation of future market and economic conditions, particularly those related to the cash flows forecasts.</p>	<p>I obtained an understanding of and evaluated the key controls over the impairment assessment, and tested recoverable amount of investment in a subsidiary and goodwill prepared by management in conducting the impairment assessment which included:</p> <ul style="list-style-type: none"> - I obtained, understood, evaluated and challenged the composition of management's cash flow forecasts and the process by which they were developed, including test the mathematical accuracy of the underlying calculations. - I compared the cash flow forecast to the approved budgets and business plans and other evidence of future intentions. - I compared current year actual results with the figures included in the prior year forecast to consider whether the forecasts included assumptions had been reasonable. - I assessed management's key assumptions, especially gross margin and growth rate by comparing them to historical results and economic and industry outlook. - I tested the parameters used to determine the discount rate applied and re-performed the calculations. - I involved my valuation expert to independently check the expectations, in particular, discount rates, and comparing the independent expectations to those used by management. <p>Based on my procedures above, I considered management's key assumptions used in assessing of investments in a subsidiary and goodwill for impairment were reasonable based on available evidence.</p>

Key audit matter

How my audit addressed the key audit matter

Fair value measurement of an investment in an equity instrument

Refer to Note No. 13 to the consolidated financial statements related to financial assets measured at fair value through other comprehensive income. As at 31 March 2021, the Group had an investment in an equity instrument of a non-listed company of Baht 207 million, which represents 2% of the total consolidated assets. The investee engages the business of steel slag processing. The Group determined that this investment is an investment in an equity instrument under the scope of TAS 32 "Financial Instruments: Presentation" and requires subsequent measurement to fair value under the scope of TFRS 9 "Financial Instruments". The Group irrevocably elected to account for the equity investment at fair value through other comprehensive income (FVOCI).

The management engaged an external valuer to appraise the fair value of an investment in an equity instrument. Fair value measurements involved significant judgements made by management in respect to the future operating results, projected cash flows and the appropriate discount rate to be applied to the projected cash flows. The key assumptions applied in determining the fair value include, projected revenue, capital expenditure, operating expenditure, capital structure and discount rate applied to the projected cash flows. The result of external valuer measurement indicated that the fair value was higher than the carrying value under the cost method. Therefore, the Group recognised a gain through other component of equity in consolidated financial statements as of 1 April 2020 amounting to Baht 146 million and other comprehensive income amounting to Baht 61 million in the year ended 31 March 2021 consolidated financial statements.

I focused on the fair value measurement of an investment in an equity instrument because the external valuer applied discounted cash flows and the model where involves significant estimations and judgement to assess the projected cash flows and discount rate applied for the projected cash flows.

I carried out the following procedures to obtain evidence for the management's fair value measurement of an investment in an equity instrument:

- I assessed the management's assessment that the classification of the investment should be accounted as a financial asset measured at fair value through other comprehensive income.
- I evaluated the competency, qualifications, experience and objectivity of management's experts.
- I tested the calculation of fair values of investment in an equity instrument and also challenged management's significant assumptions applied in the future cash flows estimation (e.g. projected revenue, capital expenditure, operating expenditure and discount rate) by comparing those assumptions to historical results and external sources.
- I assessed the reasonableness of the business plan by comparing the year ended 31 December 2020 plan with actual results.
- I involved my valuation expert to assess the discount rate taking into account independently obtained data from available public information of companies in the industry to check whether the discount rate used by the management was within an acceptable range.

As a result of the procedures performed, I determined that the method and assumptions applied in fair value measurement of an investment in an equity instrument were reasonable and in line with the accounting for the fair value.

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 TFRS, 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's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless 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.



Varaporn Vorathitikul
Certified Public Accountant (Thailand) No. 4474
Bangkok
20 April 2021

Tata Steel (Thailand) Public Company Limited
Statement of Financial Position
As at 31 March 2021

		Consolidated financial statements		Separate financial statements	
		2021 Baht	2020 Baht	2021 Baht	2020 Baht
Assets	Notes				
Current assets					
Cash and cash equivalents	11 a)	950,537,340	576,994,729	796,377,572	432,887,326
Trade and other receivables, net	12	1,129,158,891	650,277,524	82,022,895	30,477,863
Short-term loans to a subsidiary	33 c)	-	-	6,868,063,764	3,092,083,518
Inventories, net	14	3,459,057,396	2,515,332,808	-	-
Other current assets	15	75,191,395	127,583,259	477,192	528,522
Total current assets		5,613,945,022	3,870,188,320	7,746,941,423	3,555,977,229
Non-current assets					
Investments in subsidiaries	16	-	-	5,801,787,632	12,013,047,275
Financial assets measured at fair value through other comprehensive income	13	206,640,000	-	-	-
Other long-term investments		-	1,241	-	-
Property, plant and equipment, net	17	2,566,395,653	2,891,957,847	11,310,934	22,947,175
Idle assets held-for-sale, net	18	343,000,000	460,000,000	-	-
Right-of-use assets, net	19	670,012,904	-	29,369,678	-
Goodwill, net	20	3,456,014,092	3,456,014,092	-	-
Intangible assets, net	21	27,350,208	29,582,875	11,798,654	12,444,824
Deferred tax assets, net	22	17,694,773	43,286,352	17,694,773	17,971,265
Other non-current assets	23	99,432,220	112,570,221	60,810,547	71,207,473
Total non-current assets		7,386,539,850	6,993,412,628	5,932,772,218	12,137,618,012
Total assets		13,000,484,872	10,863,600,948	13,679,713,641	15,693,595,241

Tata Steel (Thailand) Public Company Limited
Statement of Financial Position
As at 31 March 2021

		Consolidated financial statements		Separate financial statements	
		2021 Baht	2020 Baht	2021 Baht	2020 Baht
Notes					
Liabilities and equity					
Current liabilities					
Short-term borrowings from financial institutions	24	441,392,535	461,726,989	-	-
Trade and other payables	25	1,590,830,373	883,134,309	113,325,278	68,404,467
Short-term borrowings from subsidiaries	34 d)	-	-	-	2,118,355,192
Current income tax payable		25,172,933	61,554,463	-	-
Current portion of lease liabilities, net	24	38,567,524	1,129,125	15,938,335	-
Other current liabilities		36,266,429	15,771,636	6,755,197	4,966,401
Total current liabilities		2,132,229,794	1,423,316,522	136,018,810	2,191,726,060
Non-current liabilities					
Lease liabilities, net	24	656,313,871	39,652,735	13,618,666	-
Deferred tax liabilities, net	22	1,917,214	-	-	-
Employee benefit obligations	26	329,092,385	340,671,708	81,475,899	81,800,220
Provision for decommissioning costs	27	410,250	1,068,360	410,250	1,068,360
Total non-current liabilities		987,733,720	381,392,803	95,504,815	82,868,580
Total liabilities		3,119,963,514	1,804,709,325	231,523,625	2,274,594,640

Tata Steel (Thailand) Public Company Limited
Statement of Financial Position
As at 31 March 2021

	Note	Consolidated financial statements		Separate financial statements	
		2021 Baht	2020 Baht	2021 Baht	2020 Baht
Liabilities and equity (continued)					
Equity					
Share capital					
Authorised share capital					
Ordinary shares, 8,421,540,848 shares at par value of Baht 1 each		8,421,540,848	8,421,540,848	8,421,540,848	8,421,540,848
Issued and paid-up share capital					
Ordinary shares, 8,421,540,848 shares paid-up of Baht 1 each		8,421,540,848	8,421,540,848	8,421,540,848	8,421,540,848
Share premium					
Ordinary shares		3,258,624,766	3,258,624,766	3,258,624,766	3,258,624,766
Expired warrants		130,201,936	130,201,936	130,201,936	130,201,936
Retained earnings (deficits)					
Appropriated - legal reserve	28	373,780,813	372,575,416	373,780,813	372,575,416
Unappropriated		(2,454,956,461)	(3,108,992,278)	1,264,041,653	1,236,057,635
Other components of equity		165,311,007	-	-	-
Equity attributable to owners of the parent		9,894,502,909	9,073,950,688	13,448,190,016	13,419,000,601
Non-controlling interests		(13,981,551)	(15,059,065)	-	-
Total equity		9,880,521,358	9,058,891,623	13,448,190,016	13,419,000,601
Total liabilities and equity		13,000,484,872	10,863,600,948	13,679,713,641	15,693,595,241

Tata Steel (Thailand) Public Company Limited
Statement of Comprehensive Income
For the year ended 31 March 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Baht	Baht	Baht	Baht
Revenue from sales and related services		22,016,896,005	20,124,731,346	-	-
Revenue from rendering services		-	-	392,192,000	405,736,000
Cost of sales and related services		(20,532,574,600)	(19,378,925,298)	-	-
Cost of rendering services		-	-	(369,645,366)	(386,356,535)
Gross profit		1,484,321,405	745,806,048	22,546,634	19,379,465
Other income	29	119,041,252	108,809,516	71,642,101	89,875,896
Selling expenses		(190,616,336)	(185,000,524)	-	-
Administrative expenses		(564,361,873)	(506,798,364)	(26,008,524)	(13,502,826)
Other expenses	18	(117,000,000)	-	(41,794)	-
Finance costs		(43,038,442)	(52,227,340)	(21,691,763)	(31,356,021)
Profit before income tax expense		688,346,006	110,589,336	46,446,654	64,396,514
Income tax income (expense)	31	(56,728,075)	(63,488,637)	(22,338,713)	5,276,260
Profit for the year		631,617,931	47,100,699	24,107,941	69,672,774
Other comprehensive income (expense)					
Items that will not be reclassified subsequently to profit or loss					
Changes in fair value of equity investments at fair value through other comprehensive income		60,480,000	-	-	-
Remeasurements of post-employment benefit obligations		29,976,178	(26,043,472)	6,351,843	(1,684,391)
Income tax relating to items that will not be reclassified subsequently to profit or loss		(17,371,381)	3,358,497	(1,270,369)	336,878
Total items that will not be reclassified subsequently to profit or loss		73,084,797	(22,684,975)	5,081,474	(1,347,513)
Items that will be reclassified subsequently to profit or loss					
Change in value of available-for-sale investment		-	(1,200,000)	-	-
Income tax relating to items that will be reclassified subsequently to profit or loss		-	140,000	-	-
Total items that will be reclassified subsequently to profit or loss		-	(1,060,000)	-	-
Other comprehensive income (expense) for the year, net of tax		73,084,797	(23,744,975)	5,081,474	(1,347,513)
Total comprehensive income (expense) for the year		704,702,728	23,355,724	29,189,415	68,325,261

Tata Steel (Thailand) Public Company Limited
Statement of Comprehensive Income
For the year ended 31 March 2021

	Note	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Baht	Baht	Baht	Baht
Profit attributable to:					
Owners of the Company		630,549,055	47,877,669	24,107,941	69,672,774
Non-controlling interests		1,068,876	(776,970)	-	-
		631,617,931	47,100,699	24,107,941	69,672,774
Total comprehensive income (expense)					
attributable to:					
Owners of the Company		703,625,214	24,157,441	29,189,415	68,325,261
Non-controlling interests		1,077,514	(801,717)	-	-
		704,702,728	23,355,724	29,189,415	68,325,261
Earnings per share					
Basic earnings per share (Baht)	32	0.07	0.01	0.00	0.01

Tata Steel (Thailand) Public Company Limited
Statement of Changes in Equity
For the year ended 31 March 2021

Consolidated financial statements

	Notes	Atributable to owners of the Company									
		Capital contributed			Retained earnings (Deficits)			Other component of equity			
								Other		Measurement of	
		Issued and paid-up share capital	Premium on ordinary shares	Expired warrants	Appropriated - legal reserve	Unappropriated	comprehensive income - Available-for-sale investments	investments	other comprehensive income	at fair value through	Total equity
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Opening balance as at 1 April 2019		8,421,540,848	3,258,624,766	130,201,936	369,091,777	(3,130,723,535)	1,057,455	-	9,049,793,247	(14,257,348)	9,035,535,899
Changes in transactions with owners for the year											
Legal reserve	28	-	-	-	3,483,639	(3,483,639)	-	-	-	-	-
Total comprehensive income (expense) for the year		-	-	-	-	25,214,896	(1,057,455)	-	24,157,441	(801,717)	23,355,724
Closing balance as at 31 March 2020		8,421,540,848	3,258,624,766	130,201,936	372,575,416	(3,108,992,278)	-	-	9,073,950,688	(15,059,065)	9,058,891,623

Opening balance as at 1 April 2020 - previously reported		8,421,540,848	3,258,624,766	130,201,936	372,575,416	(3,108,992,278)	-	-	9,073,950,688	(15,059,065)	9,058,891,623
Retrospective adjustments from changes in accounting policy	5	-	-	-	-	-	-	116,927,007	116,927,007	-	116,927,007
Opening balance as at 1 April 2020 - restated		8,421,540,848	3,258,624,766	130,201,936	372,575,416	(3,108,992,278)	-	116,927,007	9,190,877,695	(15,059,065)	9,175,818,630
Changes in transactions with owners for the year											
Legal reserve	28	-	-	-	1,205,397	(1,205,397)	-	-	-	-	-
Total comprehensive income (expense) for the year		-	-	-	-	655,241,214	-	48,384,000	703,625,214	1,077,514	704,702,728
Closing balance as at 31 March 2021		8,421,540,848	3,258,624,766	130,201,936	373,780,813	(2,454,956,461)	-	165,311,007	9,894,502,909	(13,981,551)	9,880,521,358

Tata Steel (Thailand) Public Company Limited
Statement of Changes in Equity
For the year ended 31 March 2021

		Separate financial statements					
		Capital contributed		Retained earnings		Total equity	
Note		Issued and paid-up share capital	Premium on ordinary shares	Expired warrants	Appropriated - legal reserve	Unappropriated	Baht
		Baht	Baht	Baht	Baht	Baht	Baht
	Opening balance as at 1 April 2019	8,421,540,848	3,258,624,766	130,201,936	369,091,777	1,171,216,013	13,350,675,340
	Changes in transactions with owners for the year						
	Legal reserve	-	-	-	3,483,639	(3,483,639)	-
	Total comprehensive income for the year	-	-	-	-	68,325,261	68,325,261
	Closing balance as at 31 March 2020	8,421,540,848	3,258,624,766	130,201,936	372,575,416	1,236,057,635	13,419,000,601
	Opening balance as at 1 April 2020	8,421,540,848	3,258,624,766	130,201,936	372,575,416	1,236,057,635	13,419,000,601
	Changes in transactions with owners for the year						
	Legal reserve	-	-	-	1,205,397	(1,205,397)	-
	Total comprehensive income for the year	-	-	-	-	29,189,415	29,189,415
	Closing balance as at 31 March 2021	8,421,540,848	3,258,624,766	130,201,936	373,780,813	1,264,041,653	13,448,190,016

Tata Steel (Thailand) Public Company Limited
Statement of Cash Flows
For the year ended 31 March 2021

		Consolidated		Separate	
		financial statements		financial statements	
		2021	2020	2021	2020
Notes		Baht	Baht	Baht	Baht
Cash flows from operating activities					
		688,346,006	110,589,336	46,446,654	64,396,514
Adjustments :					
		511,819,470	492,086,394	27,910,240	13,090,715
		Depreciation and amortisation charge			
		(Reversal of) net impairment losses on			
		financial assets			
		(135,260)	8,241	-	-
		Employee benefit obligations			
		43,466,501	109,821,080	12,440,572	26,855,234
		Gain on foreign exchange rate			
		(11,571,694)	(1,126,545)	(29,453)	(41,657)
		Other adjustments from non-cash items			
	11 b)	128,963,948	1,403,067	1,141,885	1,910,489
	29	(2,961,897)	(4,261,089)	(71,067,096)	(89,133,187)
	29	(28,800,000)	(14,400,000)	-	-
		Interest expense			
		43,038,442	52,227,340	21,691,763	31,356,021
		1,372,165,516	746,347,824	38,534,565	48,434,129
Changes in working capital					
		Trade and other receivables			
		(470,742,648)	28,189,118	(56,282,460)	1,019,437
		Inventories			
		(975,502,585)	636,456,344	-	-
		Trade and other payables			
		674,384,099	(178,667,186)	49,458,231	6,338,027
		Other cash received (paid) from			
	operating activities				
	11 c)	45,910,856	(5,186,832)	(5,096,899)	89,021
Cash flows from operating activities					
		Cash generated from operations			
		646,215,238	1,227,139,268	26,613,437	55,880,614
		Adjustment of cash occurred			
		from borrowings			
	11 d)	(45,792,495)	(53,653,828)	(26,791,626)	(28,647,619)
		Income tax paid			
		(113,116,092)	(34,940,765)	(12,935,664)	(13,577,027)
Net cash generated from used in					
		operating activities			
		487,306,651	1,138,544,675	(13,113,853)	13,655,968

Tata Steel (Thailand) Public Company Limited
Statement of Cash Flows
For the year ended 31 March 2021

		Consolidated		Separate	
		financial statements		financial statements	
		2021	2020	2021	2020
	Notes	Baht	Baht	Baht	Baht
Cash flows from investing activities					
Purchases of intangible assets	11 e)	(1,059,827)	(10,658,400)	(386,000)	(3,550,627)
Purchases of property, plant and equipment	11 e)	(89,318,860)	(234,835,209)	(925,995)	(236,550)
Proceeds from disposals of property, plant and equipment		34,710	401,395	528,026	23,900
Proceeds from sales of available for sales investmenst		-	130,000	-	-
Net cash proceeds (payments) from short-term loans to a subsidiary	11 e), 33 c)	-	-	2,435,279,397	(651,032,661)
Dividend income	29	28,800,000	14,400,000	-	-
Interest income		3,131,097	4,667,992	75,803,043	88,623,782
Net cash generated from used in investing activities		(58,412,880)	(225,894,222)	2,510,298,471	(566,172,156)
Cash flow from financing activities					
Net repayments on short-term borrowings from financial institutions		(20,334,454)	(1,258,709,038)	-	-
Net proceeds (repayments) on short-term borrowings from subsidiaries	33 d)	-	-	(2,118,355,192)	278,531,110
Payments on lease liabilities		(35,016,706)	(3,713,229)	(15,339,180)	-
Net cash generated from (used in) financing activities		(55,351,160)	(1,262,422,267)	(2,133,694,372)	278,531,110
Net increase (decrease) in cash and cash equivalents		373,542,611	(349,771,814)	363,490,246	(273,985,078)
Cash and cash equivalents at the beginning of the year		576,994,729	926,766,543	432,887,326	706,872,404
Cash and cash equivalents at the end of the year		950,537,340	576,994,729	796,377,572	432,887,326

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

1 General information

Tata Steel (Thailand) Public Company Limited ("the Company") is a public limited company which is incorporated and domiciled in Thailand and is listed on the Stock Exchange of Thailand since November 2002 with the objective to invest in other companies and provide management services. The address of the Company's registered office is as follows:

Rasa Tower 2, 20th Floor, 555 Phaholyothin Road, Chatuchak Sub-district, Chatuchak District, Bangkok 10900.

For reporting purposes, the Company and its subsidiaries are referred to as "the Group".

The principal business operation of the Group is manufacturing, rendering manufacturing services, distributing and trading of steel bars, wire rods and small section products.

The major shareholder is T S Global Holdings Pte. Ltd. ("TSGH"), which is incorporated in Singapore and holds 67.90% of the Company's shares, and is an affiliate of Tata Steel Limited, a listed company incorporated under the law of India.

TSGH, the major shareholder of the Company, informed the Company that it is continuing its engagement with potential investors in continuation of its strategy to find a partner for the Group's business.

The Annual General Meeting of the Shareholders held on 30 July 2020 of N.T.S. Steel Group Public Company Limited, a subsidiary of the Company, approved the change of its name from N.T.S. Steel Group Public Company Limited to Tata Steel Manufacturing (Thailand) Public Company Limited. The Company registered the change of name with the Department of Business Development, the Ministry of Commerce, on 27 August 2020. In the same meeting, the Shareholders of N.T.S. Steel Group Public Company Limited, approved the acquisition of entire businesses from The Siam Steel (2001) Company Limited and The Siam Construction Steel Company Limited, both being subsidiaries of the Company.

Accordingly, on 19 November 2020, Tata Steel Manufacturing (Thailand) Public Company Limited entered into the Entire Business Transfer Agreement with The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited. The process has completed at the close of 31 December 2020 with the entire business transfer being effective on 1 January 2021 (Note 37).

As at 31 March 2021 and 2020, Tata Steel Manufacturing (Thailand) Public Company Limited ("Tata Steel Manufacturing"), a subsidiary has total current liabilities exceeding total current assets by Baht 4,129 million and Baht 2,439 million, respectively. However, the amount of current liabilities included short-term borrowings from the parent company of Baht 6,868 million and Baht 3,092 million, respectively. The parent company has confirmed it will continue its financial support to Tata Steel Manufacturing to enable Tata Steel Manufacturing to continue its operations satisfactorily at least for the next 12 months from the statement of financial position date and the Group's management has prepared the business plan including initiatives to improve operation and financial results of Tata Steel Manufacturing. In addition, the Company manages the liquidity based on a group basis.

These consolidated and separate financial statements were authorized for issue by the Board of Directors on 20 April 2021.

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

2 Significant events during the current period

Coronavirus Disease 2019 outbreak

The outbreak of Coronavirus Disease 2019 (“COVID-19 outbreak”) in early 2020, has not resulted in any significant adverse effects on the operating results for the year ended 31 March 2021. The Group continues to pay close attention to the development of the COVID-19 situation, evaluating its impact on the operation while strategizing effective solutions.

3 Basis of preparation

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

The consolidated and separate financial statements have been prepared under the historical cost convention except as disclosed in accounting policies for certain financial assets (including derivative instrument) as described in Note 6.7, certain financial liabilities as described in Notes 6.14 and non-current assets (or disposal groups) held-for-sale as described in Note 6.8.

The preparation of financial statements is 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 9.

The consolidated financial statements for the year ended 31 March 2021 and 2020 do not include an investment in Siam Steel Mill Services Company Limited which is held by The Siam Construction Steel Company Limited, and transferred to Tata Steel Manufacturing (Thailand) Public Company Limited on 1 January 2021 due to a transfer of business under common control, at 24% of share capital on an equity method because the Company has no significant influence to govern the financial and operating policies of and does not have any authorised director to sign on behalf of Siam Steel Mill Services Company Limited. Therefore, before 1 April 2020, the Group and the subsidiary recorded such investment as other long-term investment at cost of Baht 1,241 (Note 13).

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.

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

4 New and amended financial reporting standards

4.1 New and amended financial reporting standards that are effective for accounting period beginning on or after 1 January 2020 and have significant impacts to the Group

a) Financial instruments

The new financial standards relate to financial instruments are:

TAS 32	Financial instruments: Presentation
TFRS 7	Financial Instruments: Disclosures
TFRS 9	Financial Instruments
TFRIC 16	Hedges of a Net Investment in a Foreign Operation
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments

The new financial reporting standards related to financial instruments introduce new classification and measurement requirements for financial instruments as well as provide derecognition guidance on financial assets and financial liabilities. The new guidance also provides an option for the Group to apply hedge accounting to reduce accounting mismatch between a hedged item and a hedging instrument. In addition, the new rule provides detailed guidance on financial instruments issued by the Group whether it is a liability or an equity. Among other things, they require extensive disclosure on financial instruments and related risks.

The new classification requirements of financial assets require the Group to assess both i) the business model for holding the financial assets; and ii) cash flow characteristics of the asset whether the contractual cash flows represent solely payments of principal and interest (SPPI). The classification affects the financial assets' measurement. The new guidance requires assessment of impairment of financial assets as well as contract assets and recognition of expected credit loss from initial recognition.

On 1 April 2020, the Group has adopted the financial reporting standards related to financial instruments in its financial statements. The impact from the first-time adoption has been disclosed in Note 5.

b) TFRS 16, Leases

Where the Group is a lessee, TFRS 16, Leases result in almost all leases being recognised on the balance sheet as the distinction between operating and finance leases is removed. A right-of-use asset and a lease liability will be recognised, with exception on short-term and low-value leases.

On 1 April 2020, the Group has adopted the new lease standard in its financial statements. The impact from the first-time adoption has been disclosed in Note 5.

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

- c) **Amendment to TAS 12, Income tax** clarified that the income tax consequences of dividends of financial instruments classified as equity should be recognised according to how the past transactions or events that generated distributable profits were recognised.
- d) **Amendment to TAS 19, Employee benefits (plan amendment, curtailment or settlement)** clarified accounting for defined benefit plan amendments, curtailments and settlements that the updated assumptions on the date of change are applied to determine current service cost and net interest for the remainder of the reporting period after the plan amendment, curtailment or settlement.
- e) **TFRIC 23, Uncertainty over income tax treatments** provided for how to recognise and measure deferred and current income tax assets and liabilities where there is uncertainty over a tax treatment. In particular, it discusses:
 - that the Group should assume a tax authority will examine the uncertain tax treatments and have full knowledge of all related information, i.e. that detection risk should be ignored.
 - that the Group should reflect the effect of the uncertainty in its income tax accounting when it is not probable that the tax authorities will accept the treatment.
 - that the judgements and estimates made must be reassessed whenever circumstances have changed or there is new information that affects the judgements.

4.2 New and amended financial reporting standards that are effective for accounting period beginning or after 1 January 2021 and have significant impacts to the Group

Certain amended financial reporting standards have been issued which are not mandatory for current reporting period and have not been early adopted by the Group.

- a) **Revised Conceptual Framework for Financial Reporting** added the following key principals and guidance:
 - Measurement basis, including factors in considering difference measurement basis
 - Presentation and disclosure, including classification of income and expenses in other comprehensive income
 - Definition of a reporting entity, which maybe a legal entity, or a portion of an entity
 - Derecognition of assets and liabilities

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

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

- b) **Amendment to TFRS 3, Business combinations** amended the definition of a business which requires an acquisition to include an input and a substantive process that together significantly contribute to the ability to create outputs. The definition of the term 'outputs' is amended to focus on goods and services provided to customers and to exclude returns in the form of lower costs and other economic benefits.
- c) **Amendment to TFRS 9, Financial instruments and TFRS 7, Financial instruments: disclosures** amended to provide relief from applying specific hedge accounting requirements to the uncertainty arising from interest rate benchmark reform such as IBOR. The amendment also requires disclosure of hedging relationships directly affected by the uncertainty.
- d) **Amendment to TAS 1, Presentation of financial statements and TAS 8, Accounting policies, changes in accounting estimates and errors** amended to definition of materiality. The amendment allows for a consistent definition of materiality throughout the Thai Financial Reporting Standards and the Conceptual Framework for Financial Reporting. It also clarified when information is material and incorporates some of the guidance in TAS 1 about immaterial information.
- e) **Amendment to TFRS 16, Leases** amended to provide a practical expedient where lessees are exempted from having to consider individual lease contracts to determine whether rent concessions occurring as a direct consequence of the COVID-19 pandemic are lease modifications. It applies to rent concessions that reduce lease payments due from 1 June 2020 to 30 June 2021. The amendment is effective for the annual accounting period beginning on or after 1 June 2020 where early application is permitted.

The Group and the Company has chosen not to early apply the amendments for the current reporting period.

4.3 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2022 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.

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

The Group and the Company has chosen not to early apply the amendments for the current reporting period.

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 31 March 2021

5 Impacts from initial application of the new and revised financial reporting standards

This note explains the impact of the adoption of TAS 32 Financial Instruments: Presentation, TFRS 7 Financial Instruments : Disclosure, TFRS 9 Financial Instruments and TFRS 16 Leases on the Group's consolidated financial statements and the Company's separate financial statements. The new accounting policies applied from 1 April 2020 were disclosed in Note 5.1 and Note 5.2.

The Group and the Company have adopted those accounting policies from 1 April 2020 by applying the modified retrospective approach. The comparative figures have not been restated. The reclassifications and the adjustments arising from the changes in accounting policies were therefore recognised in the statement of financial position as of 1 April 2020.

The impact of first-time adoption of new financial reporting standards on the consolidated and separate statements of financial position are as follows:

		Consolidated financial statements			
		31 March 2020 (As previously reported) Thousand Baht	TAS 32 and TFRS 9 Reclassifications and adjustments Thousand Baht	TFRS 16 Reclassifications and adjustments Thousand Baht	1 April 2020 (Restated) Thousand Baht
Notes					
Assets					
Non-current assets					
Financial assets measured at fair value through other comprehensive income	a	-	146,160	-	146,160
Other long-term investment	a	1	(1)	-	-
Property, plant and equipment, net	b	2,891,958	-	(39,480)	2,852,478
Right-of-use assets, net	b	-	-	572,959	572,959
Deferred tax assets, net	a	43,286	(17,626)	-	25,660
Total		2,935,245	128,533	533,479	3,597,257
Liabilities and equity					
Current liabilities					
Current portion of lease liabilities, net	b	1,129	-	38,107	39,236
Total		1,129	-	38,107	39,236
Non-current liabilities					
Lease liabilities, net	b	39,653	-	495,372	535,025
Deferred tax liabilities, net	a	-	11,606	-	11,606
Total		39,653	11,606	495,372	546,631
Equity					
Other components of equity	a	-	116,927	-	116,927
Total		-	116,927	-	116,927

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For the year ended 31 March 2021

		Separate financial statements			
		31 March 2020 (As previously reported) Thousand Baht	TAS 32 and TFRS 9 Reclassifications and adjustments Thousand Baht	TFRS 16 Reclassifications and adjustments Thousand Baht	1 April 2020 (Restated) Thousand Baht
	Notes				
Assets					
Non-current assets					
Property, plant and equipment, net	b	22,947	-	(756)	22,191
Right-of-use assets, net	b	-	-	41,168	41,168
Total		22,947	-	40,412	63,359
Liabilities and equity					
Current liabilities					
Current portion of lease liabilities, net	b	-	-	15,509	15,509
Total		-	-	15,509	15,509
Non-current liabilities					
Lease liabilities, net	b	-	-	24,903	24,903
Total		-	-	24,903	24,903

Note: a) The impact was from the classification and measurement of financial assets, refer to Note 5.1
b) Recognition of right of use assets and lease liabilities under TFRS 16, refer to Note 5.2

5.1 Financial instruments

The total impact on the Group's and the Company's equity as of 1 April 2020 are as follows:

	Note	Consolidated financial statements - Equity Thousand Baht
Balance as of 31 March 2020 (as previously reported)		9,058,892
Reclassify general investments to FVOCI	a	146,159
Increase in deferred tax liabilities related to the above adjustments		(29,232)
Total impact		116,927
Opening balance as at 1 April 2020 - TFRS 9 adoption		9,175,819

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Notes to the Consolidated and Separate Financial Statements
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On 1 April 2020 (the date of initial application of TFRS 9), the Group's management has assessed which business models applied to the financial assets and liabilities held by the Group and has classified the financial assets and liabilities as below.

Consolidated financial statements				
	FVPL	FVOCI	Amortised cost	Total
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Financial assets				
Cash and cash equivalents	-	-	576,995	576,995
Trade and other receivable, net	-	-	633,864	633,864
Derivative assets (included in other current assets)	494	-	-	494
Other long-term investments	-	146,160	-	146,160
Deposits (included in other non-current assets)	-	-	6,121	6,121
	494	146,160	1,216,980	1,363,634

Consolidated financial statements			
	FVPL	Amortised cost	Total
	Thousand Baht	Thousand Baht	Thousand Baht
Financial liabilities			
Short-term loans from financial institutions	-	461,727	461,727
Trade and other payables	-	883,134	883,134
Derivatives liabilities (included in other current liabilities)	2,163	-	2,163
Lease liabilities, net	-	574,261	574,261
Other current liabilities	-	319	319
	2,163	1,919,441	1,921,604

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
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	Separate financial statements			
	FVPL Thousand Baht	FVOCI Thousand Baht	Amortised cost Thousand Baht	Total Thousand Baht
Financial assets				
Cash and cash equivalents	-	-	432,887	432,887
Trade and other receivable, net	-	-	24,644	24,644
Short-term loans to a subsidiary	-	-	3,092,084	3,092,084
Deposits (included in other non-current assets)	-	-	4,185	4,185
	-	-	3,553,800	3,553,800

	Separate financial statements		
	FVPL Thousand Baht	Amortised cost Thousand Baht	Total Thousand Baht
Financial liabilities			
Trade and other payables	-	68,404	68,404
Short-term loans from subsidiaries	-	2,118,355	2,118,355
Lease liabilities, net	-	40,412	40,412
Other current liabilities	-	220	220
	-	2,227,391	2,229,554

- (a) General investments classified as FVOCI (Fair value through other comprehensive income)

As of 1 April 2020 the Group reclassified general investments in equity instruments that previously measured at cost of Baht 1,241 to FVOCI. The respective fair value gains of Baht 146.16 million was recognised in FVOCI reserve on 1 April 2020 as they are held as long-term strategic investments.

Tata Steel (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
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(b) Reclassification of financial instruments on adoption of TFRS 9

On 1 April 2020, the date of initial application of TFRS 9, the measurement categories and carrying amounts of financial assets and financial liabilities were as follows;

Consolidated financial statements					
Measurement categories			Carrying amounts		
	Previously reported (TAS 105 and other TAS)	New (TFRS 9)	Previously reported Thousand Baht	New Thousand Baht	Difference Thousand Baht
Current financial assets					
Cash and cash equivalents	Amortised cost	Amortised cost	576,995	576,995	-
Trade and other receivables	Amortised cost	Amortised cost	633,864	633,864	-
Derivative assets (included in other current assets)	FVPL	FVPL	494	494	-
Non-current financial assets					
Other long-term investments	Amortised cost	FVOCI	1	146,160	146,159
Deposits (included in other non-current assets)	Amortised cost	Amortised cost	6,121	6,121	-
Current financial liabilities					
Short-term loans from financial institutions	Amortised cost	Amortised cost	461,727	461,727	-
Trade and other payables	Amortised cost	Amortised cost	883,134	883,134	-
Derivative liabilities (included in other current liabilities)	FVPL	FVPL	2,163	2,163	-
Current portion of lease liabilities, net	Amortised cost	Amortised cost	1,129	39,236	38,107*
Other current liabilities	Amortised cost	Amortised cost	319	319	-
Non-current financial liabilities					
Lease liabilities, net	Amortised cost	Amortised cost	39,653	535,025	495,372*

* Effect from implementation of TFRS 16

Tata Steel (Thailand) Public Company Limited
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	Separate financial statements				
	Measurement categories		Carrying amounts		
	Previously reported (TAS 105 and other TAS)	New (TFRS 9)	Previously reported Thousand Baht	New Thousand Baht	Difference Thousand Baht
Current financial assets					
Cash and cash equivalents	Amortised cost	Amortised cost	432,887	432,887	-
Trade and other receivables	Amortised cost	Amortised cost	24,644	24,644	-
Short-term loans to a subsidiary	Amortised cost	Amortised cost	3,092,084	3,092,084	-
Non-current financial assets					
Deposits (included in other non-current assets)	Amortised cost	Amortised cost	4,185	4,185	-
Current financial liabilities					
Trade and other payables	Amortised cost	Amortised cost	68,404	68,404	-
Short-term loans from subsidiaries	Amortised cost	Amortised cost	2,118,355	2,118,355	-
Current portion of lease liabilities, net	Amortised cost	Amortised cost	-	15,509	15,509*
Other current liabilities	Amortised cost	Amortised cost	220	220	-
Non-current financial liabilities					
Lease liabilities, net	Amortised cost	Amortised cost	-	24,903	24,903*

* Effect from implementation of TFRS 16

(c) Impairment of financial assets

The Group and the Company have following financial assets that are subject to the expected credit loss model:

- cash and cash equivalents
- trade and other receivables
- short term loans to a subsidiary

The Group was required to revise its impairment methodology under TFRS 9. The impairment losses impact was immaterial.

While i) cash and cash equivalents and ii) short term loans to a subsidiary are subject to the new impairment requirement, the identified impact was immaterial.

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Trade receivables

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

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the historical payment profiles of sales, the corresponding historical credit losses experienced as well as forward-looking information that may affect the ability of the customers to settle the receivables.

As of 1 April 2020, the Group and the Company did not recognise additional loss allowance of TFRS 9.

The loss allowance for trade receivables and unbilled receivables under construction contracts were determined as follows:

Consolidated financial statements						
	Not yet due	Overdue not exceeding 3 months	Overdue 3 to 6 months	Overdue 6 to 12 months	Overdue more than 12 months	Total
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As of 1 April 2020						
Gross carrying amount - Trade receivables	587,018	58,238	5,359	-	93,307	723,922
Loss allowance	-	-	-	-	(93,307)	(93,307)
Separate financial statements						
	Not yet due	Overdue not exceeding 3 months	Overdue 3 to 6 months	Overdue 6 to 12 months	Overdue more than 12 months	Total
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
As of 1 April 2020						
Gross carrying amount - Trade receivables	10,676	-	-	-	-	10,676
Loss allowance	-	-	-	-	-	-

5.2 Leases

On adoption of TFRS 16, the Group recognised lease liabilities in relation to leases which had previously been classified as 'operating leases' under the principles of TAS 17 Leases. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate as of 1 April 2020. The weighted average lessee's incremental borrowing rate applied to the lease liabilities was 3.93%.

For leases previously classified as finance leases the Group recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right of use asset and the lease liability at the date of initial application. The measurement principles of TFRS 16 are applied after that date.

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The following tables show differences between operating lease commitments disclosed applying IAS 17 as at 31 March 2020 and lease liabilities recognised in the statement of financial position as at 1 April 2020.

	Consolidated financial statement	Separate financial statement
	Thousand Baht	Thousand Baht
Operating lease commitments disclosed as at 31 March 2020	747,702	56,142
<u>Less</u> discounted using the lessee's incremental borrowing rate of at the date of initial application	(196,624)	(2,342)
<u>Add</u> finance lease liabilities recognised as at 31 March 2020	40,782	-
<u>Less</u> short-term leases recognised on a straight-line basis as expense	(7,520)	(3,552)
<u>Less</u> contracts reassessed as service agreements / service portion included in leases	(11,976)	(11,710)
<u>Less</u> adjustments as a result of a different treatment of extension and termination options	(963)	-
<u>Add</u> adjustments relating to changes in the index or rate affecting variable payments	2,860	1,874
Lease liability recognised as at 1 April 2020	574,261	40,412
Current lease liabilities, net	39,236	15,509
Non-current lease liabilities, net	535,025	24,903

Practical expedients applied

In applying TFRS 16 for the first time, the group has used the following practical expedients for leases agreement before 1 April 2020 as permitted by the standard:

- the use of a single discount rate to a portfolio of leases with reasonably similar characteristics
- reliance on previous assessments on whether leases are onerous
- the accounting for operating leases with a remaining lease term of less than or equal to 12 months as at 1 April 2020 as short-term leases
- the exclusion of initial direct costs for the measurement of the right-of-use asset at the date of initial application
- the use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease, and
- elect not to reassess whether a contract is, or contains a lease as defined under TFRS 16 at the date of initial application but relied on its assessment made applying TAS 17 and TFRIC 4 Determining whether an Arrangement contains a Lease.

6 Accounting policies

6.1 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. Cost also includes direct attributable costs of investment.

b) 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, if any 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.

6.2 Business combination

The Group applies the acquisition method to account for business combinations with an exception on business combination under common control. The consideration transferred for the acquisition of a subsidiary comprises.

- fair value of the assets transferred,
- liabilities incurred to the former owners of the acquiree
- equity interests issued by the Group

Identifiable assets and liabilities acquired and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group initially recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest recognised and the acquisition-date fair value of any previous equity interest in the acquiree (for business combination achieved in stages) over the fair value of the identifiable net assets acquired is recorded as goodwill. In the case of a bargain purchase, the difference is recognised directly in profit or loss.

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Acquisition-related cost

Acquisition-related cost are recognised as expenses in consolidated financial statements.

Step-up acquisition

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measured are recognised in profit or loss.

Changes in fair value of contingent consideration paid/received

Subsequent changes to the fair value of the contingent consideration that is an asset or liability is recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured.

Business combination under common control

The Group accounts for business combination under common control by measuring acquired assets and liabilities of the acquiree at their carrying values presented in the highest level of the consolidation. The Group retrospectively adjusted the business combination under common control transactions as if the combination had occurred on the later of the beginning of the preceding comparative period and the date the acquiree has become under common control.

Consideration of business combination under common control are the aggregated amount of fair value of assets transferred, liabilities incurred and equity instruments issued by the acquirer at the date of which the exchange in control occurs.

The difference between consideration under business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "surplus arising from business combination under common control" in equity and is derecognised when the investment is disposed of by transferred to retained earnings.

6.3 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.

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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.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in profit or loss.

6.4 Cash and cash equivalents

In the statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date and bank overdrafts.

In the statements of financial position, bank overdrafts are shown in current liabilities.

6.5 Trade accounts receivable

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business. They are generally due for settlement within 10 days to 90 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of consideration that is unconditionally unless they contain significant financing components, when they are recognised at its present 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 are disclosed in Note 6.7 f).

6.6 Inventories

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

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

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6.7 Financial asset

For the year ended 31 March 2021

a) Classification

From 1 April 2020, the Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

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

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

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

b) Recognition and derecognition

Regular way purchases, acquisitions, 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.

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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/(losses). Impairment losses are presented as a separate line item in the statement of comprehensive income.
- **Fair value through other 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. Impairment expenses are presented separately in the statement of comprehensive income.
- **Fair value through profit or loss (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 OCI, 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 other 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 are reported together with changes in fair value.

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f) **Impairment**

From 1 April 2020, the Group applies the TFRS 9 simplified approach in measuring the impairment of trade receivables, which applies lifetime expected credit loss, from initial recognition, for all trade receivables.

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 expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 1 April 2020 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has not identified the relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

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 i) expected risk of default as of the reporting date and ii) 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:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as of 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 and included in administrative expenses.

Classification and measurement of financial assets for the year ended 31 March 2020 is disclosed in Note 5.1(b).

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Investments in debt and equity securities

Investments other than investments in subsidiaries, associates and joint ventures are initially recognised at fair value of consideration paid plus direct transaction cost.

Trading and available-for-sale investments

Trading investments and available-for-sale investments are subsequently measured at fair value. The unrealised gains and losses of trading investments are recognised in profit or loss. The unrealised gains and losses of available for sale investments are recognised in other comprehensive income and are subsequently reclassified to profit or loss when the investment is disposed.

Held-to-maturity investments

Held-to-maturity investments are carried at amortised cost using the effective interest method less impairment.

General investments

General investments are carried at cost less impairment.

Disposal of investments

On a disposal of an investment, the difference between the net disposal proceeds and the carrying amount (including cumulative changes in fair value recognised in equity) is recognised to the profit or loss. When the Group disposes an investment partially, the carrying amount of the disposed part is determined by the weighted average method.

6.8 Non-current assets (or disposal groups) held-for-sale

Non-current assets (or disposal groups) are classified as assets held-for-sale when their carrying amount will be recovered principally through a sale transaction and a sale is considered highly probable. They are measured at the lower of the carrying amount and fair value less costs to sell.

An impairment loss is recognised for write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised.

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6.9 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. Capitalised where there is future economic benefits. 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 and the revalued amount to their residual values over their estimated useful lives, as follows:

Land improvement, buildings and structures	5 - 30 years
Machinery and equipment	5 - 25 years
Furniture, fixtures and office equipment	3 - 25 years
Vehicles	5 - 10 years

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

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in other gain or loss, net.

6.10 Goodwill

Goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill is allocated to cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being each factory.

6.11 Intangible assets

Acquired computer software

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

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

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6.12 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.

6.13 Leases

For the year ended 31 March 2021

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.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

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.

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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 IT-equipment and small items of office furniture.

For the year ended 31 March 2020

Leases - where the Group is the lessee

Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

At the inception of finance lease, the lower of the fair value of the leased property and the present value of the minimum lease payments is capitalised. Each lease payment is allocated between the liability and finance charges to achieve a constant rate on the liabilities balance outstanding. The corresponding rental obligations is presented net of finance charges. Finance cost is charged to profit or loss over the lease period.

6.14 Financial liabilities

For the year ended 31 March 2021

a) Classification

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

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

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

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b) Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

c) Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation / modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains/(losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains/(losses) in profit or loss.

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Borrowings

Borrowings are recognised initially at the fair value, net of directly attributable transaction costs incurred. Borrowings are subsequently stated at amortised cost.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it will be drawn down. The fee is deferred until the drawn down occurs and included in effective interest calculation. However, if it is probable that facility will not be drawn down, that portion of the fee paid is recognised as a prepayment and amortised over the period of related facility.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled, or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

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6.15 Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets (assets that take 12 months to get ready for its intended use or sale) are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are expensed in the period in which they are incurred.

6.16 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 is not recognised
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

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

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

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

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6.17 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as salaries, wages, bonuses, contributions to the social security fund and others, 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 (under the Provident Fund Act B.E. 2530). 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 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) Other long-term benefits

The Group gives gold rewards to employees when they have worked for the Group at every 5 years anniversary, for a maximum of 7 times.

These obligations are measured similar to defined benefit plans except remeasurement gains and losses that are charged to profit or loss.

e) Termination benefits

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

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6.18 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.

6.19 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options (net of tax) are shown as a deduction in equity.

6.20 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 collectibility 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 fulfillment of the obligation to the customer.

Sale of goods

The Group manufactures and sells products. 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 product is often sold with retrospective volume discounts based on aggregate sales over a 12 month 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 10 to 90 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.

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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.

Payments to customers

Payments to customers or on behalf of customers to other parties, including credited or subsequent discounts, are recognised as a reduction in revenue unless the payment constitutes consideration of a distinct goods or service from the customer.

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.

Other income

Other revenue are recognised on the following bases:

- dividend income is recognised when the right to receive payment is established.
- interest income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the group.
- scrap income is recognised when the scrap is actually sold.

6.21 Dividend distribution

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the shareholders.

6.22 Derivatives and hedging activities

Derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in other gains/(losses).

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

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7 Financial risk management

7.1 Financial risk factors

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk and interest rate 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.

Financial risk management is carried out by the Group Treasury Committee. The Group's policy includes areas such as foreign exchange risk, interest rate risk, credit risk and liquidity risk. The framework parameters are approved by the Board of Directors and uses as the key communication and control tools for Treasury team.

7.1.1 Foreign exchange risk

The Group operates internationally and is exposed to foreign currency risk arising from US Dollar and Euro from trading transactions that are denominated in foreign currencies. The Group uses forward contracts, transacted with the financial institutions, to hedge their exposure to foreign currency risk of transactions in foreign currency. The hedge ratio maintained by the Group during the financial year was 79% (2020 : 70%).

Exposure

The Group's and the Company's exposure to foreign currency risk at the end of the reporting period, expressed in Baht are as follows:

Consolidated financial statements								
As at 31 March 2021								
	US Dollar Thousand Baht	Euro Thousand Baht	Pound Thousand Baht	Swedish Krona Thousand Baht	Japanese Yen Thousand Baht	Indian Rupee Thousand Baht	Singapore Dollar Thousand Baht	Yuan Thousand Baht
Assets								
Cash and cash equivalents	1,208	-	-	-	-	-	-	-
Trade and other receivables	261,667	-	-	-	-	-	5	-
Derivatives assets (included in other current assets)	11,185	15	-	-	-	-	-	-
Liabilities								
Trade and other payables	(55,330)	(18,314)	(22)	(179)	(320)	(2,147)	-	(28)
Derivatives liabilities (included in other current liabilities)	(6,315)	-	-	-	-	-	-	-
Total assets (liabilities), nets	212,415	(18,299)	(22)	(179)	(320)	(2,147)	5	(28)

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Consolidated financial statements								
As at 31 March 2020								
US	Euro	Pound	Swedish	Japanese	Indian	Singapore		
Dollar			Krona	Yen	Rupee	Dollar	Yuan	
Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Assets								
Cash and cash equivalents	2,177	-	-	-	-	-	-	-
Trade and other receivables	184,072	-	-	-	-	-	5	-
Derivatives assets (included in other current assets)	185	309	-	-	-	-	-	-
Liabilities								
Trade and other payables	(34,232)	(16,313)	(60)	(57)	(49)	(2,267)	-	(188)
Derivatives liabilities (included in other current liabilities)	(2,163)	-	-	-	-	-	-	-
Total assets (liabilities), nets	150,039	(16,004)	(60)	(57)	(49)	(2,267)	5	(188)
Separate financial statements								
As at 31 March 2021								
US	Euro	Pound	Swedish	Japanese	Indian	Singapore		
Dollar			Krona	Yen	Rupee	Dollar	Yuan	
Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Assets								
Trade and other receivables	23	-	-	-	-	-	-	-
Liabilities								
Trade and other payables	(2,377)	-	-	-	-	(2,147)	-	-
Total assets (liabilities), nets	(2,354)	-	-	-	-	(2,147)	-	-
Separate financial statements								
As at 31 March 2020								
US	Euro	Pound	Swedish	Japanese	Indian	Singapore		
Dollar			Krona	Yen	Rupee	Dollar	Yuan	
Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand
Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
Assets								
Cash and cash equivalents	446	-	-	-	-	-	-	-
Trade and other receivables	24	-	-	-	-	-	-	-
Liabilities								
Trade and other payables	-	-	-	-	-	(2,267)	-	-
Total assets (liabilities), nets	470	-	-	-	-	(2,267)	-	-

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Sensitivity

As shown in the table above, the Group is primarily exposed to changes in Baht and US Dollar, EURO and Rupee India 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, EURO and Rupee India.

	Consolidated financial statements
	Impact to net profit
	2021
	Thousand Baht
US Dollar to Baht exchange rate - increase 5%	10,621
EURO to Baht exchange rate - increase 6%	(1,098)
INR to Baht exchange rate - increase 5%	(107)
US Dollar to Baht exchange rate - decrease 5%	(10,621)
EURO to Baht exchange rate - decrease 6%	1,098
INR to Baht exchange rate - decrease 5%	107

* Holding all other variables constant

	Separate financial statements
	Impact to net profit
	2021
	Thousand Baht
US Dollar to Baht exchange rate - increase 5%	(118)
INR to Baht exchange rate - increase 5%	(108)
US Dollar to Baht exchange rate - decrease 5%	118
INR to Baht exchange rate - decrease 5%	108

* Holding all other variables constant

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7.1.2 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, short-term borrowings to a subsidiary, short-term borrowings from financial institutions and short-term borrowings from subsidiaries. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. The Group assesses that the interest rate risk is insignificant as the interests from financial assets and financial liabilities are not significantly different. However, the Group will use interest rate swap to management the risk when necessary.

Under the interest rate swap arrangements, the Group agrees with the other parties to exchange, at specified interval, the difference between fixed contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts. Any differential to be paid or received on an interest rate swap agreement is recognised as a component of interest revenue or expense over the period of the agreement.

The Group and the Company does not apply hedge accounting.

Significant financial assets and liabilities classified by type of interest rates are summarised in the table below.

	Consolidated financial statements								Interest rate (% p.a.)
	Fixed interest rates			Floating interest rates			Non-Interest bearing Thousand Baht	Total Thousand Baht	
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht			
As at 31 March 2021									
Financial assets									
Cash and cash equivalents	863,560	-		-	-	-	86,977	950,537	0.01 - 0.15
	863,560	-		-	-	-	86,977	950,537	
Financial liabilities									
Short-term loans from financial institutions	-	-	-	441,393	-	-	-	441,393	BIBOR+2.1
Lease liabilities	38,567	99,507	556,807	-	-	-	-	694,881	MLR-2
	38,567	99,507	556,807	441,393	-	-	-	1,136,274	
	Consolidated financial statements								Interest rate (% p.a.)
	Fixed interest rates			Floating interest rates			Non-Interest bearing Thousand Baht	Total Thousand Baht	
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht			
As at 31 March 2020									
Financial assets									
Cash and cash equivalents	484,639	-	-	-	-	-	92,356	576,995	0.01 - 0.55
	484,639	-	-	-	-	-	92,356	576,995	
Financial liabilities									
Short-term loans from financial institutions	108,507	-	-	353,220	-	-	-	461,727	3.97 and BIBOR+2.1
Finance lease liabilities	1,129	5,024	34,629	-	-	-	-	40,782	MLR-2
	109,636	5,024	34,629	353,220	-	-	-	502,509	

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		Separate financial statements								
		Fixed interest rates			Floating interest rates			Non-Interest bearing Thousand Baht	Total Thousand Baht	Interest rate (% p.a.)
		Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht			
As at 31 March 2021										
Financial assets										
Cash and cash equivalents	795,633	-	-	-	-	-	744	796,377	0.01 - 0.15	
Short-term loans to a subsidiary	6,868,064	-	-	-	-	-	-	6,868,064	0.5 and 3.0	
	7,663,697	-	-	-	-	-	744	7,664,441		
Financial liabilities										
Lease liabilities	15,938	13,619	-	-	-	-	-	29,557	MLR-2	
	15,938	13,619	-	-	-	-	-	29,557		
		Separate financial statements								
		Fixed interest rates			Floating interest rates			Non-Interest bearing Thousand Baht	Total Thousand Baht	Interest rate (% p.a.)
		Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht			
As at 31 March 2020										
Financial assets										
Cash and cash equivalents	431,812	-	-	-	-	-	1,075	432,887	0.01 - 0.55	
Short-term loans to a subsidiary	3,092,084	-	-	-	-	-	-	3,092,084	3.0	
	3,523,896	-	-	-	-	-	1,075	3,524,971		
Financial liabilities										
Short-term loans from subsidiaries	2,118,355	-	-	-	-	-	-	2,118,355	1.5	
	2,118,355	-	-	-	-	-	-	2,118,355		

7.1.3 Credit risk

Credit risk arises from cash and cash equivalents, derivative financial instruments 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.

If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on tips and assessments in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

The Group and the Company has no significant concentrations of credit risk. The Group has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history.

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b) Security

For some trade receivables the Group may obtain security in the form of guarantees or letters of credit which can be called upon if the counterparty is in default under the terms of the agreement.

c) Impairment of financial assets

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

- Cash and cash equivalents
- Trade and other receivables
- Loan to a subsidiary

While cash and cash equivalents and loan to a subsidiary are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

Trade receivables

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

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

The Group and the Company write-off trade receivables when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the group, and a failure to make contractual payments or cannot be contacted for a period greater than 180 days past due.

Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Previous accounting policy for impairment of trade receivables for comparative period

For the year ended 31 March 2020, the Group recognised impairment of trade receivables based on the incurred loss model such as uncollectible or past due for a period less than 180 days, which was not taken into account future losses. Therefore, loss allowance and allowance for doubtful accounts are not comparable.

Other financial assets measured at amortised cost

Other financial assets measured at amortised cost include cash and cash equivalents and loans to a subsidiary.

The Group and the Company have no loss allowances for other financial assets measured at amortised cost for the year ended 31 March 2021 and 2020.

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7.1.4 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. The group are expected to readily generate cash inflows for managing liquidity risk amount Baht 951 million (2020 : Baht 577 million). Due to the dynamic nature of the underlying businesses, the Group Treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors i) rolling forecasts of the Group's liquidity reserve (comprising the undrawn borrowing facilities below); and ii) cash and cash equivalents on the basis of expected cash flows. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary, monitoring balance sheet liquidity ratios and maintaining financing plans.

a) **Financing arrangement**

The Group has access to the following undrawn credit facilities as at 31 March as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Floating rate				
Expiring within one year				
- Bank loans	429,652	703,203	-	-
Total	429,652	703,203	-	-

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b) **Maturity of financial liabilities**

The tables below analyse the maturity of financial liabilities grouping based on their contractual maturities. The amounts disclosed are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	Consolidated financial statements				Carrying amount (assets)/ liabilities Thousand Baht
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	
Maturity of financial liabilities					
As at 31 March 2021					
Financial liabilities that is not derivatives					
Short-term loans from financial institutions	441,393	-	-	441,393	441,393
Trade and other payables	1,590,830	-	-	1,590,830	1,590,830
Lease liabilities	61,722	181,345	701,419	944,486	694,881
Other current liabilities	557	-	-	557	557
Total financial liabilities that is not derivatives	2,094,502	181,345	701,419	2,977,266	2,727,661
Derivatives					
Foreign currency forward contracts	6,315	-	-	6,315	6,315
Total derivative liabilities	6,315	-	-	6,315	6,315
Total	2,100,817	181,345	701,419	2,983,581	2,733,976

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Consolidated financial statements					
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount (assets)/ liabilities Thousand Baht
Maturity of financial liabilities					
As at 31 March 2020					
Financial liabilities that is not derivatives					
Short-term loans from financial institutions	461,727	-	-	461,727	461,727
Trade and other payables	883,134	-	-	883,134	883,134
Lease liabilities	3,685	14,484	51,382	69,551	40,782
Other current liabilities	319	-	-	319	319
Total financial liabilities that is not derivatives	1,348,865	14,484	51,382	1,414,731	1,385,962
Derivatives					
Foreign currency forward contracts	2,163	-	-	2,163	2,163
Total derivative liabilities	2,163	-	-	2,163	2,163
Total	1,351,028	14,484	51,382	1,416,894	1,388,125
Separate financial statements					
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount (assets)/ liabilities Thousand Baht
Maturity of financial liabilities					
As at 31 March 2021					
Financial liabilities that is not derivatives					
Trade and other payables	113,325	-	-	113,325	113,325
Lease liabilities	16,779	14,141	-	30,920	29,557
Other current liabilities	373	-	-	373	373
Total financial liabilities that is not derivatives	130,477	14,141	-	144,618	143,255

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	Separate financial statements				Carrying amount (assets)/ liabilities Thousand Baht
	Within 1 year Thousand Baht	1 - 5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	
Maturity of financial liabilities					
As at 31 March 2020					
Financial liabilities that is not derivatives					
Trade and other payables	68,404	-	-	68,404	68,404
Short term loans from subsidiaries	2,118,355	-	-	2,118,355	2,118,355
Other current liabilities	220	-	-	220	220
Total financial liabilities that is not derivatives	2,186,979	-	-	2,186,979	2,186,979

7.2 Capital management

The objectives when managing capital are to:

- safeguard their ability to continue as a going concern, to provide returns for shareholders and benefits for other stakeholders, and
- 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 amount 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 gearing ratio which is determined by dividing net debt with equity.

8 Fair value

The different levels of financial instruments carried at fair value, by valuation method have been defined as follows:

- Level 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 : Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3 : Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

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The fair value measurements of financial assets and financial liabilities are in accordance with accounting policies which disclosed in Note 6.7 and Note 6.14.

The following table shows fair values and carrying amounts of financial assets and liabilities by category, excluding those with the carrying amount approximates fair value.

Consolidated financial statements					
</					

Cash and cash equivalents, trade and other receivables and short-term loans to a subsidiary - the carrying amounts of these financial assets approximate their fair values due to the relatively short-term maturity of these financial assets.

Short-term loans from financial institutions, trade and other payables and short-term borrowings from subsidiaries - the carrying amounts of these financial liabilities approximate their fair values due to the relatively short-term maturity of these financial liabilities.

There were no transfers between Levels 2 and 3 during the year.

There were no changes in valuation techniques during the year.

Valuation techniques used to measure fair value level 2

The fair value of derivative assets and liabilities are determined using the foreign exchange rate from the financial institution which categorized into hierarchy level 2 which is immaterial.

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Valuation techniques used to measure fair value level 3

Changes in level 3 financial instruments for the year ended 31 March 2021 is as follows:

	Consolidated financial statements Unquoted equity investments Thousand Baht
Opening balance as at 1 April 2020	146,160
Gains (losses) recognised in other comprehensive income	60,480
Closing balance as at 31 March 2021	206,640

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements.

	Fair value			Range of inputs	
	31 March 2021 Thousand Baht	1 April 2020 Thousand Baht		2021	2020
Unlisted equity securities	206,640	146,160	Profit growth factors	2%	2%
			Risk-adjusted discount rate	12%	12%

Relationship of unobservable inputs to fair value are shown as follows:

	Unobservable inputs	Movement	Change in fair value	
			Increase in assumptions 2021	Decrease in assumptions 2021
Unlisted equity securities	Profit growth factors	0.50%	Increase by 3.4%	Decrease by 3.1%
	Risk-adjusted discount rate	1.00%	Decrease by 7.5%	Increase by 9.2%

The fair value of unquoted equity investments is determined using valuation techniques, discounted cash flow which assessed by independent valuer and are within level 3 of the fair value hierarchy.

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9 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.

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 8.

b) Impairment of financial assets

The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. The calculations use cash flow projections based on financial budget approved by management covering a five-year period.

Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated in Note 20. These growth rates are consistent with forecasts included in industry reports specific to the industry in which each CGU operates.

c) 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 26.

d) Deferred tax asset for carried forward tax losses

The subsidiary has incurred the losses from operations in the past. The Group has concluded that the deferred tax assets arising from the carried-forward tax losses will be recoverable using the estimated future taxable income based on the approved business plans and budgets. It is expected that the losses carried forward will be utilised within 5 years.

e) Determination of lease terms

Critical judgement 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.

Most extension options on offices and vehicles leases have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) 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.

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f) Determination of discount rate applied to leases

The Group determines the 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.

g) 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.

10 Segment information

Operating segment information is reported in a manner consistent with the Group's internal reports that are regularly obtained and reviewed by the chief operating decision maker (Board of Directors) for the purpose of the allocation of resources to the segment and assess its performance.

The Group's operations involve the single business segment of the manufacture and distribution of long steel products, which is located in Thailand. Sales of the subsidiaries are mainly local sales whereas an export sales is not significant. As a result, all the revenues from sales of goods, cost of sales, gross margin, profit for the year and assets of segment are in accordance with the presentation of these financial statements.

For the year ended 31 March 2021, revenue from sales and related services has timing of revenue recognition as a point in time amounting to Baht 21,971 million (2020 : Baht 20,044 million) and over time amounting to Baht 46 million (2020 : Baht 81 million).

For the year ended 31 March 2021 and 2020, the Group has no revenue which contributed equal or over 10.0% of the Group's total revenue.

For the years ended 31 March

Segment revenue
 Local
 Export

Consolidated financial statements	
2021	2020
Thousand Baht	Thousand Baht
20,692,800	18,288,118
1,324,096	1,836,613
22,016,896	20,124,731

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11 Cash and cash equivalents

a) Cash and cash equivalents consist of:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Cash on hand	1	1	-	-
Deposits at banks - current accounts	879,947	511,214	793,715	419,934
- savings accounts	70,589	65,780	2,662	12,953
	950,537	576,995	796,377	432,887

b) Other non-cash adjustment items for the years ended 31 March, consist of:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Gain on disposal of plant and equipment	(35)	(392)	(30)	(15)
Loss from write-off of plant and equipment and intangible assets	1,463	1,925	1,463	1,925
Reversal from diminution in value of inventories	(5,468)	-	-	-
Gain on sale available-for-sale investments	-	(130)	-	-
Gain on lease liabilities adjustment	(283)	-	(291)	-
Provision from additional surcharge	16,287	-	-	-
Loss from diminution in value of Idle asset held for sale	117,000	-	-	-
	128,964	1,403	1,142	1,910

c) Other cash received (paid) from operating activities for the years ended 31 March, consists of:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
(Increase) decrease in other current assets and other non-current assets	66,442	14,247	51	(1)
Increase (decrease) in other current liabilities and other non-current liabilities	4,208	(7,486)	1,789	386
Employee benefit obligations paid	(24,739)	(11,948)	(6,937)	(296)
	45,911	(5,187)	(5,097)	89

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- d) Adjustment of cash occurred from borrowings for the years ended 31 March, consists of:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Interest paid	(45,792)	(53,654)	(26,792)	(28,648)

- e) Non-cash transactions in the consolidated and the separate financial statements are as follows:

On 17 March 2021, The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited, subsidiaries under the liquidation process, transferred promissory notes received from Tata Steel Manufacturing (Thailand) Public Company Limited for transfer price of the entire business transfer of Baht 3,657 million and Baht 2,554 million, respectively, totaling amount of Baht 6,211 million, to Tata Steel (Thailand) Public Company Limited for capital return.

Non-cash items from purchase and increase of plant and equipment, intangible assets and right-of-use assets for the years ended 31 March, are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Payables for plant and equipment and intangible assets brought forward	12,861	59,133	16	3,537
<u>Add</u> Purchases during the year	129,513	199,222	2,429	266
<u>Less</u> Payments during the year	(90,379)	(245,494)	(1,312)	(3,787)
Payables for plant and equipment and intangible assets carried forward	51,995	12,861	1,133	16
Acquisitions of right-of-use assets under lease contracts	7,314	-	6,144	-

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12 Trade and other receivables, net

12.1 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Trade receivables - other parties	906,408	497,726	-	-
- related parties (Note 33 b))	279,604	226,196	32,981	10,676
<u>Less</u> Loss allowance (2020 : Allowance for doubtful accounts under TAS 101)	(78,982)	(93,307)	-	-
Trade receivables, net	1,107,030	630,615	32,981	10,676
Other receivables - other parties	1,612	2,943	-	28
- related parties (Note 33 b))	44	44	39,582	13,678
Accrued income	92	262	92	262
Prepayments	20,381	16,414	9,368	5,834
	1,129,159	650,278	82,023	30,478

In 2008, the Group has entered into a "Receivable Purchase Agreement" to do account receivables factoring with a financial institution where all risks and rewards only for the amount accepted by the buyer have been transferred to the buyer.

For the years ended 31 March 2021 and 2020, the Group had sold receivables to the financial institution amounting to Baht 10,852 million and Baht 9,195 million, respectively.

Fair values of trade receivables

Due to the short-term nature of the current receivables, their carrying amount is considered to be the same as their fair value.

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12.2 Impairments of trade receivables

The loss allowance for trade receivables were determined as follows:

Consolidated financial statements						
	Not yet due	Up to 3	3 - 6	6 - 12	More than	Total
As 31 March 2021	Thousand	months	months	months	12 months	Thousand
	Baht	Thousand	Thousand	Thousand	Thousand	Baht
		Baht	Baht	Baht	Baht	
Gross carrying amount - trade receivables	1,023,771	74,494	8,765	-	78,982	1,186,012
Loss allowance	-	-	-	-	(78,982)	(78,982)
Separate financial statements						
	Not yet due	Up to 3	3 - 6	6 - 12	More than	Total
As 31 March 2021	Thousand	months	months	months	12 months	Thousand
	Baht	Thousand	Thousand	Thousand	Thousand	Baht
		Baht	Baht	Baht	Baht	
Gross carrying amount - trade receivables	32,981	-	-	-	-	32,981
Loss allowance	-	-	-	-	-	-

The reconciliations of loss allowance for trade receivables for the year ended 31 March are as follow:

	Consolidated financial statements		Separate financial statements	
	Trade receivables		Trade receivables	
	2021	2020	2021	2020
	Thousand	Thousand	Thousand	Thousand
	Baht	Baht	Baht	Baht
As at 31 March - calculated under TAS 101	93,307	93,298	-	-
Amounts restated through opening retained earnings	-	-	-	-
Opening loss allowance as at 1 April 2020				
- calculated under TFRS 9 (2020 : TAS 101)	93,307	93,298	-	-
Increase in loss allowance recognised in profit or loss during the year	-	18	-	-
Receivable written off during the year as uncollectible	(14,190)	-	-	-
Unused amount reversed	(135)	(9)	-	-
As of 31 March - calculated under TFRS 9 (2020 : TAS 101)	78,982	93,307	-	-

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13 Financial assets and financial liabilities

On 1 April 2020 (the date of initial application of new financial reporting standards), the Group's management has assessed the appropriate business models applied to the financial assets and liabilities held by the Group and has classified the financial assets and liabilities as below. The disclosure for balances as at 1 April 2020 has been disclosed in Note 5.

As at 31 March 2020, the Group did not include the investment in Siam Steel Mill services Company Limited which is held by The Siam Construction Steel Company Limited at 24% of share capital on an equity method. The Group has determined it has no significant influence to determine the financial and operating policies of and does not have any authorised director to sign on behalf of Siam Steel Mill Service Company Limited. The Group, therefore, recorded such investment as other long-term investment in the statement of financial position at cost of Baht 1,241 in the consolidated statement of financial statements.

As at 31 March 2021, classification of the Group's financial assets and financial liabilities are as follows:

Consolidated financial statements			
	FVPL	FVOCI	Amortised cost
	Thousand Baht	Thousand Baht	Thousand Baht
Financial assets			Total
			Thousand Baht
Cash and cash equivalents	-	-	950,537
Trade and other receivable, net	-	-	1,108,778
Derivative assets (included in other current assets)	11,200	-	-
Investment in unquoted equity	-	206,640	-
Deposits (included in other non-current assets)	-	-	5,449
	11,200	206,640	2,064,764
			2,282,604

Consolidated financial statements			
	FVPL	Amortised cost	Total
	Thousand Baht	Thousand Baht	Thousand Baht
Financial liabilities			
Short-term loans from financial institutions	-	441,393	441,393
Trade and other payables	-	1,590,830	1,590,830
Derivatives liabilities (included in other current liabilities)	6,315	-	6,315
Lease liabilities, net	-	694,881	694,881
Other current liabilities	-	557	557
	6,315	2,727,661	2,733,976

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Financial assets

Cash and cash equivalents	-	-	796,377	796,377
Trade and other receivable, net	-	-	72,655	72,655
Short-term loans to a subsidiary	-	-	6,868,064	6,868,064
Deposits (included in other non-current assets)	-	-	4,185	4,185

Separate financial statements			
FVPL Thousand Baht	FVOCI Thousand Baht	Amortised cost Thousand Baht	Total Thousand Baht
-	-	796,377	796,377
-	-	72,655	72,655
-	-	6,868,064	6,868,064
-	-	4,185	4,185
-	-	7,741,281	7,741,281

Financial liabilities

Trade and other payables	-	113,325	113,325
Lease liabilities, net	-	29,557	29,557
Other current liabilities	-	373	373

Separate financial statements		
FVPL Thousand Baht	Amortised cost Thousand Baht	Total Thousand Baht
-	113,325	113,325
-	29,557	29,557
-	373	373
-	143,255	143,255

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a) Details of financial assets classified under TFRS 9 (2020 : Classified under TAS 105)

Consolidated financial statements								
As at 31 March 2021				As at 31 March 2020				
FVPL	FVOCI	Amortised	Total	FVPL	FVOCI	Amortised	Total	
Thousand	Thousand	cost	Thousand	Thousand	Thousand	cost	Thousand	Thousand
Baht	Baht	Thousand	Baht	Thousand	Baht	Thousand	Baht	Baht
Current assets								
Cash and cash equivalents	-	-	950,537	950,537	-	-	576,995	576,995
Trade and other receivable	-	-	1,187,760	1,187,760	-	-	727,171	727,171
<u>Less</u> Loss allowance								
(2020 : Allowance								
for doubtful								
accounts under								
TAS 101)	-	-	(78,982)	(78,982)	-	-	(93,307)	(93,307)
Derivatives assets	11,200	-	-	11,200	494	-	-	494
Non-current assets								
Fair value of unquoted								
equity investments								
(2020 : cost)	-	206,640	-	206,640	-	-	1	1
Deposits	-	-	5,449	5,449	-	-	6,121	6,121
Separate financial statements								
As at 31 March 2021				As at 31 March 2020				
FVPL	FVOCI	Amortised	Total	FVPL	FVOCI	Amortised	Total	
Thousand	Thousand	cost	Thousand	Thousand	Thousand	cost	Thousand	Thousand
Baht	Baht	Thousand	Baht	Thousand	Baht	Thousand	Baht	Baht
Current assets								
Cash and cash equivalents	-	-	796,377	796,377	-	-	432,887	432,887
Trade and other receivable	-	-	72,655	72,655	-	-	24,644	24,644
<u>Less</u> Loss allowance								
(2020 : Allowance								
for doubtful accounts								
under TAS 101)	-	-	-	-	-	-	-	-
Short term loans to a								
subsidiary	-	-	6,868,064	6,868,064	-	-	3,092,084	3,092,084
Deposits	-	-	4,185	4,185	-	-	4,185	4,185

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b) Amount recognised in profit or loss and other comprehensive income

	Consolidated financial statements			
	For the year ended 31 March 2021		For the year ended 31 March 2020	
	Profit or loss Thousand Baht	Other comprehensive income Thousand Baht	Profit or loss Thousand Baht	Other comprehensive income Thousand Baht
Fair value gain/(loss) on equity investments at FVOCI (2020 : relating to general investment)	-	60,480	-	-
Dividends from equity investments at FVOCI recognised in profit or loss in other income (Note 29)	28,800	-	14,400	-

14 Inventories, net

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Raw materials	866,381	694,352	-	-
Work in progress	265,966	225,981	-	-
Finished goods	1,391,037	786,780	-	-
Spare parts	395,232	477,047	-	-
Supplies and others	270,651	277,203	-	-
	3,189,267	2,461,363	-	-
<u>Less</u> Allowance for obsolete inventories				
- Spare parts	(44,011)	(49,997)	-	-
- Supplies and others	(18,710)	(18,192)	-	-
	3,126,546	2,393,174	-	-
<u>Add</u> Goods in transit	332,512	122,159	-	-
	3,459,058	2,515,333	-	-

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During the years ended 31 March 2021 and 2020, amounts recognised as cost of sales in profit or loss are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Cost of sales and cost of services	20,532,575	19,378,925	-	-
Amortisation of rolling mill	37,246	36,562	-	-
Write-down of inventories to net realisable value	2,486	27,545	-	-
Reversal of write-down inventories to net realisable value	(7,954)	(27,545)	-	-

The Group sold inventory that was previously provided for allowance. Therefore, the Group reversed the allowance for net realisable value during the year.

15 Other current assets

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Value added tax refundable	45,916	113,377	-	-
Other current assets	29,275	14,206	477	529
	75,191	127,583	477	529

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ership interests held by the Group is equal to voting rights in subsidiaries held by the Group.

Entity name	Country of incorporation	% Ownership interest		Separate financial statements (Unit : Thousand Baht)			
		2021 %	2020 %	Cost method		Cost method	
				Cost	Allowance for impairment	Cost	Allowance for impairment
Steel (2001) n Steel ring (Thailand) nited	Thailand	-	99.99	-	-	2,554,386	-
	Thailand	-	99.99	-	-	3,656,874	-
	Thailand	99.76	99.76	9,181,787	(3,380,000)	9,181,787	(3,380,000)
				9,181,787	(3,380,000)	15,393,047	(3,380,000)
							12,013,047

ed 31 March 2021, The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited transferred their entire businesses to Tata Steel and Public Company Limited (Note 37) and already registered the dissolution together with returned the capital to the shareholders. These two companies are in the liquidation

and 2020, the Group has made an assessment of impairment loss on investment in subsidiaries and considered that the recoverable amount was not lower than its carrying amount. Therefore, no additional allowance for impairment was necessary.

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Dissolution of business

The Siam Iron and Steel (2001) Company Limited

At the Extraordinary Shareholders' Meeting of The Company No. 1/2564 dated on 3 March 2021, the Shareholders passed a resolution to dissolve and liquidate the Company within 12 months from the date of these financial statements. As a result, they registered for dissolution with the Department of Business Development, Ministry of commerce on 16 March 2021 and transferred the promissory notes received from Tata Steel Manufacturing (Thailand) Public Company Limited for transfer price of the entire business transfer to Tata Steel (Thailand) Public Company Limited for capital return on 17 March 2021.

The Siam Construction Steel Company Limited

At the Extraordinary Shareholders' Meeting of The Company No. 1/2564 dated on 3 March 2021, the Shareholders passed a resolution to dissolve and liquidate the Company within 12 months from the date of these financial statements. As a result, they registered for dissolution with the Department of Business Development, Ministry of commerce on 16 March 2021 and transferred the promissory notes received from Tata Steel Manufacturing (Thailand) Public Company Limited for transfer price of the entire business transfer to Tata Steel (Thailand) Public Company Limited for capital return on 17 March 2021.

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17 Property, plant and equipment, net

	Consolidated financial statements						
	Land Thousand Baht	Improvement, buildings and structures Thousand Baht	Machinery and equipment Thousand Baht	Furniture, fixtures, and equipment Thousand Baht	Vehicles Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht
As at 1 April 2019							
Cost	798,694	4,548,003	12,557,372	226,433	2,701	83,042	18,216,245
Less Accumulated depreciation	-	(2,896,130)	(10,106,306)	(158,867)	(2,537)	-	(13,163,840)
Allowance for decrease in value of asset	-	(1,124,556)	(778,855)	(7)	-	-	(1,903,418)
Net book amount	798,694	527,317	1,672,211	67,559	164	83,042	3,148,987
For the year ended 31 March 2020							
Opening net book amount	798,694	527,317	1,672,211	67,559	164	83,042	3,148,987
Additions	-	-	4,362	2,963	-	186,054	193,379
Transfers	-	713	228,677	14,847	45	(244,282)	-
Disposals - cost	-	(43)	(24,872)	(3,334)	-	-	(28,249)
- accumulated depreciation	-	43	24,872	3,325	-	-	28,240
Write-off - cost	-	-	(14,735)	(18)	-	-	(14,753)
- accumulated depreciation	-	-	14,735	18	-	-	14,753
Depreciation charge	-	(72,579)	(354,943)	(22,821)	(56)	-	(450,399)
Closing net book amount	798,694	455,451	1,550,307	62,539	153	24,814	2,891,958
As at 31 March 2020							
Cost	798,694	4,548,673	12,750,804	240,891	2,746	24,814	18,366,622
Less Accumulated depreciation	-	(2,968,666)	(10,421,642)	(178,345)	(2,593)	-	(13,571,246)
Allowance for decrease in value of asset	-	(1,124,556)	(778,855)	(7)	-	-	(1,903,418)
Net book amount	798,694	455,451	1,550,307	62,539	153	24,814	2,891,958

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Consolidated financial statements									
	Land Thousand Baht	Improvement, buildings and structures Thousand Baht	Machinery and equipment Thousand Baht	Furniture, fixtures, and equipment Thousand Baht	Vehicles Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht		
As at 1 April 2020									
Cost	798,694	4,548,673	12,750,804	240,891	2,746	24,814	18,366,622		
Less Accumulated depreciation	-	(2,968,666)	(10,421,642)	(178,345)	(2,593)	-	(13,571,246)		
Allowance for decrease in value of asset	-	(1,124,556)	(778,855)	(7)	-	-	(1,903,418)		
Net book amount (as previous reported)	798,694	455,451	1,550,307	62,539	153	24,814	2,891,958		
For the year ended 31 March 2021									
Opening net book amount (as previous reported)	798,694	455,451	1,550,307	62,539	153	24,814	2,891,958		
Adjustment from adoption of TFRS 16 on 1 April 2020	-	(39,547)	-	67	-	-	(39,480)		
Opening net book amount (restated)	798,694	415,904	1,550,307	62,606	153	24,814	2,852,478		
Additions	-	1,262	5,258	4,914	-	115,809	127,243		
Transfers	3,611	2,001	70,860	5,881	-	(82,353)	-		
Disposals - cost	-	-	-	(3,436)	-	-	(3,436)		
- accumulated depreciation	-	-	-	3,436	-	-	3,436		
Write-off - cost	-	(2,258)	-	(366)	-	-	(2,624)		
- accumulated depreciation	-	968	-	192	-	-	1,160		
Depreciation charge	-	(56,006)	(333,068)	(22,726)	(62)	-	(411,862)		
Closing net book amount	802,305	361,871	1,293,357	50,501	91	58,270	2,566,395		
As at 31 March 2021									
Cost	802,305	4,505,635	12,826,922	247,884	2,746	58,270	18,443,762		
Less Accumulated depreciation	-	(3,019,208)	(10,754,710)	(197,376)	(2,655)	-	(13,973,949)		
Allowance for decrease in value of asset	-	(1,124,556)	(778,855)	(7)	-	-	(1,903,418)		
Net book amount	802,305	361,871	1,293,357	50,501	91	58,270	2,566,395		

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For the year ended 31 March 2021, the Group are presented right-of-use assets as a separate line item in the financial position as a results of changes in accounting policy in Note 5.2.

Lease assets included above as at 31 March 2020, where the Group is a leases under finance lease agreements, comprise factory equipment.

	Consolidated financial statements
	2020
	Thousand Baht
Cost of assets under finance lease	42,975
<u>Less</u> Accumulated depreciation	<u>(4,250)</u>
Net book amount	<u>38,725</u>

	Separate financial statements			
	Buildings Improvement Thousand Baht	Furniture, fixtures, and equipment Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht
As at 1 April 2019				
Cost	4,733	82,145	-	86,878
<u>Less</u> Accumulated depreciation	<u>(594)</u>	<u>(53,246)</u>	<u>-</u>	<u>(53,840)</u>
Net book amount	<u>4,139</u>	<u>28,899</u>	<u>-</u>	<u>33,038</u>
For the year ended 31 March 2020				
Opening net book amount	4,139	28,899	-	33,038
Additions	-	224	-	224
Disposals - cost	-	(1,890)	-	(1,890)
- accumulated depreciation	-	1,881	-	1,881
Write-off - cost	-	(18)	-	(18)
- accumulated depreciation	-	18	-	18
Depreciation charge	<u>(722)</u>	<u>(9,584)</u>	<u>-</u>	<u>(10,306)</u>
Closing net book amount	<u>3,417</u>	<u>19,530</u>	<u>-</u>	<u>22,947</u>
As at 31 March 2020				
Cost	4,733	80,461	-	85,194
<u>Less</u> Accumulated depreciation	<u>(1,316)</u>	<u>(60,931)</u>	<u>-</u>	<u>(62,247)</u>
Net book amount	<u>3,417</u>	<u>19,530</u>	<u>-</u>	<u>22,947</u>

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	Separate financial statements			
	Buildings Improvement Thousand Baht	Furniture, fixtures, and equipment Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht
As at 1 April 2020				
Cost	4,733	80,461	-	85,194
<u>Less</u> Accumulated depreciation	(1,316)	(60,931)	-	(62,247)
Net book amount (as previous reported)	3,417	19,530	-	22,947
For the year ended 31 March 2021				
Opening net book amount (as previous reported)	3,417	19,530	-	22,947
Adjustment from adoption of TFRS 16 on 1 April 2020	(823)	67	-	(756)
Opening net book amount (restated)	2,594	19,597	-	22,191
Additions	-	738	247	985
Transfer	-	247	(247)	-
Disposals - cost	-	(4,873)	-	(4,873)
- accumulated depreciation	-	4,375	-	4,375
Write-off - cost	(2,258)	(366)	-	(2,624)
- accumulated depreciation	968	193	-	1,161
Depreciation charge	(543)	(9,361)	-	(9,904)
Closing net book amount	761	10,550	-	11,311
As at 31 March 2021				
Cost	1,407	76,207	-	77,614
<u>Less</u> Accumulated depreciation	(646)	(65,657)	-	(66,303)
Net book amount	761	10,550	-	11,311

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18 Idle assets held-for-sale, net

Idle assets held-for-sale, net consist of:

		Consolidated financial statements	
		2021	2020
		Thousand Baht	Thousand Baht
As at 31 March			
Cost		2,395,713	2,395,713
<u>Less</u> Accumulated depreciation		(538,164)	(538,164)
Allowance for decrease in value of asset		(1,514,549)	(1,397,549)
Net book amount		343,000	460,000

In August 2011, the Group's management had decided to cease production of the Mini Blast Furnace ("MBF") at Tata Steel Manufacturing, the Company's subsidiary in view of the high volatility of MBF raw material prices and the prices being relatively higher than scrap prices, which adversely impacting the viability of costs of steel produced through the MBF route.

As at 31 March 2017, the Group's management decided to dispose MBF machinery, equipment and its spare parts and store supplies. The Group initiated active programme to locate buyers. Accordingly, MBF machinery, equipment and its spare part and store supplies are presented as non-current assets classified as held-for-sale.

The Group's management remains committed to the plan of disposal. However, the disposal is not expected to complete within one year. Accordingly, the Group's management classified these assets as idle assets held-for-sale, net, under non-current assets.

During the year ended 31 March 2021, the Group has recognized a loss for decrease in value of assets - MBF of Baht 117 million.

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19 Right-of-use assets, net

	Consolidated financial statements			
	Land Thousand Baht	Building and structure Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
As at 1 April 2020	473,789	53,134	46,036	572,959
Additions	-	2,985	4,329	7,314
Lease termination	-	(376)	(419)	(795)
Lease modifications and reassessments	148,745	-	-	148,745
Depreciation	(32,947)	(8,462)	(16,801)	(58,210)
Balance as at 31 March 2021	589,587	47,281	33,145	670,013

	Separate financial statements		
	Building and structure Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
As at 1 April 2020	14,410	26,758	41,168
Additions	2,985	3,159	6,144
Lease termination	(376)	(1,651)	(2,027)
Depreciation	(6,313)	(9,603)	(15,916)
Balance as at 31 March 2021	10,706	18,663	29,369

The expense relating to leases that not included in the measurement of lease liabilities and right-of-use and cash outflows for leases is as follows:

	Consolidated financial statements	Separate financial statements
	2021	2020
	Thousand Baht	Thousand Baht
Expense relating to short-term leases	9,362	5,394
Expense relating to leases of services	4,965	4,531
Cash outflow for leases	14,327	9,925

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20 Goodwill, net

	Consolidated financial statements Thousand Baht
As at 1 April 2019	
Cost	5,607,769
<u>Less</u> Accumulated amortisation (up to 31 March 2008)	(1,491,432)
Allowance for impairment	(660,323)
Net book amount	<u>3,456,014</u>
For the year ended 31 March 2020	
Opening net book amount	3,456,014
Impairment charge	-
Closing net book amount	<u>3,456,014</u>
As at 31 March 2020	
Cost	5,607,769
<u>Less</u> Accumulated amortisation (up to 31 March 2008)	(1,491,432)
Allowance for impairment	(660,323)
Net book amount	<u>3,456,014</u>
For the year ended 31 March 2021	
Opening net book amount	3,456,014
Impairment charge	-
Closing net book amount	<u>3,456,014</u>
As at 31 March 2021	
Cost	5,607,769
<u>Less</u> Accumulated amortisation (up to 31 March 2008)	(1,491,432)
Allowance for impairment	(660,323)
Net book amount	<u>3,456,014</u>

Goodwill resulted from acquisition of The Siam Iron and Steel (2001) Company Limited, The Siam Construction Steel Company Limited and Tata Steel Manufacturing (Thailand) Public Company Limited on 29 November 2002 by Tata Steel (Thailand) Public Company Limited.

Since 1 April 2008, the Group has ceased amortisation of goodwill and has changed to test impairment of goodwill instead.

As disclosed in Note 37, the entire business transfer of The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited to Tata Steel Manufacturing (Thailand) Public Company Limited resulted to the goodwill, arisen from acquisition of these two companies by Tata Steel (Thailand) Company Limited and previously recognised in the consolidated financial statements, were changed to recognise as goodwill of two acquired business units of Tata Steel Manufacturing (Thailand) Public Company Limited from entire business transfer in the separate financial statements of Tata Steel Manufacturing (Thailand) Public Company Limited. There was no impact on presentation in the consolidated financial statements.

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As at 31 March 2021 and 2020 the Group has made an assessment of impairment loss on goodwill and resulted that the recoverable amount was not lower than the carrying amount, so no additional impairment was necessary.

Goodwill is allocated to the Group's cash-generating units (CGUs) identified according to each factory (2020 : subsidiary).

A segment-level summary of the goodwill allocation is presented below:

	Consolidated financial statements					
	2021			2020		
	Factory of The Siam Iron and Steel (2001) Million Baht	Factory of The Siam Construction Steel Million Baht	Total Million Baht	The Siam Iron and Steel (2001) Company Limited Million Baht	The Siam Construction Steel Company Limited Million Baht	Total Million Baht
Goodwill allocation	1,685	1,771	3,456	1,685	1,771	3,456

The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a 5-year period. Cash flows beyond the 5-year period are extrapolated using the estimated growth rates stated below. The growth rate does not exceed the long-term average growth rate for the business in which the CGU operates.

The key assumptions used for value-in-use calculations are as follows:

	Goodwill from Factory of The Siam Iron and Steel (2001)	Goodwill from Factory of The Siam Construction Steel Company Limited
Gross margin ¹	5.1%	7.8%
Growth rate ²	1.0%	1.0%
Discount rate ³	9.0%	9.0%

¹ Budgeted gross margin.

² Weighted average growth rate used to extrapolate cash flows beyond the budget period.

³ Pre-tax discount rate applied to the cash flow projections.

These assumptions have been used for the analysis of each CGU

Management determined budgeted gross margin based on past performance and its expectations of market development. The weighted average growth rates used are consistent with the forecasts included in industry reports. The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

Key assumptions, having significant influence to sensitivity of discounted cash flows, were growth rate and discount rate.

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21 Intangible assets, net

	Consolidated financial statements		
	Computer software Thousand Baht	Software under installation Thousand Baht	Total Thousand Baht
As at 1 April 2019			
Cost	273,048	2,487	275,535
<u>Less</u> Accumulated amortisation	(244,745)	-	(244,745)
Net book amount	28,303	2,487	30,790
For the year ended 31 March 2020			
Opening net book amount	28,303	2,487	30,790
Additions	42	5,801	5,843
Transfers	6,364	(6,364)	-
Write-off - cost	(4,162)	(1,924)	(6,086)
- accumulated amortisation	4,161	-	4,161
Amortisation charge	(5,125)	-	(5,125)
Closing net book amount	29,583	-	29,583
As at 31 March 2020			
Cost	275,292	-	275,292
<u>Less</u> Accumulated amortisation	(245,709)	-	(245,709)
Net book amount	29,583	-	29,583
For the year ended 31 March 2021			
Opening net book amount	29,583	-	29,583
Additions	90	2,178	2,268
Transfers	1,561	(1,561)	-
Amortisation charge	(4,501)	-	(4,501)
Closing net book amount	26,733	617	27,350
As at 31 March 2021			
Cost	276,942	617	277,559
<u>Less</u> Accumulated amortisation	(250,209)	-	(250,209)
Net book amount	26,733	617	27,350

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	Separate financial statements		
	Computer software Thousand Baht	Software under installation Thousand Baht	Total Thousand Baht
As at 1 April 2019			
Cost	252,323	1,924	254,247
<u>Less</u> Accumulated amortisation	(237,134)	-	(237,134)
Net book amount	15,189	1,924	17,113
For the year ended 31 March 2020			
Opening net book amount	15,189	1,924	17,113
Additions	42	-	42
Write-off - cost	(4,162)	(1,924)	(6,086)
- accumulated amortisation	4,161	-	4,161
Amortisation charge	(2,785)	-	(2,785)
Closing net book amount	12,445	-	12,445
As at 31 March 2020			
Cost	248,203	-	248,203
<u>Less</u> Accumulated amortisation	(235,758)	-	(235,758)
Net book amount	12,445	-	12,445
For the year ended 31 March 2021			
Opening net book amount	12,445	-	12,445
Additions	90	1,355	1,445
Transfer	737	(737)	-
Amortisation charge	(2,091)	-	(2,091)
Closing net book amount	11,181	618	11,799
As at 31 March 2021			
Cost	249,029	618	249,647
<u>Less</u> Accumulated amortisation	(237,848)	-	(237,848)
Net book amount	11,181	618	11,799

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22 Deferred tax assets (liabilities), net

Deferred tax assets (liabilities), net as at 31 March 2021 and 2020 comprise the following:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Deferred tax assets				
- To be recovered within 12 months	3,416	3,573	911	1,015
- To be recovered more than 12 months	66,308	54,195	16,784	16,956
	69,724	57,768	17,695	17,971
Deferred tax liabilities				
- To be recovered within 12 months	(6,214)	(4,104)	-	-
- To be recovered more than 12 months	(47,733)	(10,378)	-	-
	(53,947)	(14,482)	-	-
Deferred tax assets (liabilities), net	15,777	43,286	17,695	17,971

As at 31 March 2021 and 2020, deferred tax assets and deferred tax liabilities presented by net taxable entities comprised the following:

	Consolidated financial statement		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Deferred tax assets (net)	17,695	43,286	17,695	17,971
Deferred tax liabilities (net)	(1,918)	-	-	-
	15,777	43,286	17,695	17,971

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The gross movements in the deferred tax assets (liabilities), net for the years ended 31 March 2021 and 2020 comprise the following:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance for the year (as previous reported)	43,286	21,904	17,971	12,358
Adjustment from adoption of TFRS 9 on 1 April 2020 (Note 5)	(29,232)	-	-	-
Opening balance for the year (restated)	14,054	21,904	17,971	12,358
Increase (decrease) to profit or loss	19,094	17,884	994	5,276
Increase (decrease) to other comprehensive income	(17,371)	3,498	(1,270)	337
Closing balance for the year	15,777	43,286	17,695	17,971

	Consolidated financial statements					
	1 April 2020 (As previous reported) Thousand Baht	Adjustment from adoption of TFRS 9 on 1 April 2020 Thousand Baht	1 April 2020 (Restated) Thousand Baht	Credited (charged) to profit or loss Thousand Baht	Credited (charged) to other comprehensive income Thousand Baht	31 March 2021 Thousand Baht
Deferred tax assets						
Allowance for expected credit loss (2020 : Allowance for doubtful accounts)	736	-	736	(27)	-	709
Allowance for obsolete inventories	907	-	907	(884)	-	23
Provision for decommissioning costs	151	-	151	(107)	-	44
Employee benefit obligations	55,974	-	55,974	18,248	(5,275)	68,947
	57,768	-	57,768	17,230	(5,275)	69,723
Deferred tax liabilities						
Remeasurement of financial asset at fair value	-	(29,232)	(29,232)	-	(12,096)	(41,328)
Derivatives assets	(130)	-	(130)	(2,110)	-	(2,240)
Surplus of fair value of assets acquired in business combination	(14,352)	-	(14,352)	3,974	-	(10,378)
	(14,482)	(29,232)	(43,714)	1,864	(12,096)	(53,946)
Deferred tax assets, net	43,286	(29,232)	14,054	19,094	(17,371)	15,777

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Consolidated financial statements				
	1 April 2019 Thousand Baht	Credited (charged) to profit or loss Thousand Baht	Credited (charged) to other comprehensive income Thousand Baht	31 March 2020 Thousand Baht
Deferred tax assets				
Allowance for doubtful accounts	736	-	-	736
Allowance for obsolete inventories	907	-	-	907
Provision for decommissioning costs	187	(36)	-	151
Finance lease liabilities	8,374	(8,374)	-	-
Employee benefit obligations	38,400	14,216	3,358	55,974
	48,604	5,806	3,358	57,768
Deferred tax liabilities				
Available-for-sale investments	(140)	-	140	-
Derivatives assets	(59)	(71)	-	(130)
Asset under finance lease liabilities	(8,175)	8,175	-	-
Surplus of fair value of assets acquired in business combination	(18,326)	3,974	-	(14,352)
	(26,700)	12,078	140	(14,482)
Deferred tax assets, net	21,904	17,884	3,498	43,286

As at 31 March 2021, deferred income tax assets are recognised for tax loss and carry forwards only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group did not recognise deferred income tax assets of Baht 932 million (2020 : Baht 1,091 million) in respect of losses amounting to Baht 4,661 million (2020 : Baht 5,457 million) that can be carried forward against future taxable income. Such losses will be expired in 2021 to 2025.

Separate financial statements				
	1 April 2020 Thousand Baht	Credited (charged) to profit or loss Thousand Baht	Credited (charged) to other comprehensive income Thousand Baht	31 March 2021 Thousand Baht
Deferred tax assets				
Provision for decommissioning costs	151	(107)	-	44
Employee benefit obligations	17,820	1,101	(1,270)	17,651
Deferred tax assets, net	17,971	994	(1,270)	17,695

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	Separate financial statements		
	1 April 2019 Thousand Baht	Credited (charged) to profit or loss Thousand Baht	Credited (charged) to other comprehensive income Thousand Baht
Deferred tax assets			
Provision for decommissioning costs	187	(36)	-
Employee benefit obligations	12,171	5,312	337
Deferred tax assets, net	12,358	5,276	337

23 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Corporate income tax refundable	92,113	102,327	56,625	67,022
Others	7,319	10,243	4,185	4,185
	99,432	112,570	60,810	71,207

24 Borrowings

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Current				
Short-term borrowings	441,393	461,727	-	-
Current portion of long-term borrowings				
- Lease liabilities	38,567	1,129	15,938	-
Short term loans from subsidiaries (Note 33 d))	-	-	-	2,118,355
Total current borrowings	479,960	462,856	15,938	2,118,355
Non-current				
Lease liabilities	656,314	39,653	13,619	-
Total non-current borrowings	656,314	39,653	13,619	-
Total borrowings	1,136,274	502,509	29,557	2,118,355

The fair values of current borrowings are equal to their carrying amounts, as the impact of discounting is not material.

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As at 31 March 2021 and 2020, liabilities under lease agreements - minimum lease payments:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Not later than 1 year	61,721	3,685	16,779	-
Later than 1 year but not later than 5 years	181,345	14,484	14,141	-
Later than 5 years	701,418	51,382	-	-
<u>Less</u> Future finance charges on finance leases	(249,603)	(28,769)	(1,363)	-
Present value of lease liabilities	694,881	40,782	29,557	-
Representing lease liabilities:				
- Current	38,567	1,129	15,938	-
- Non-current	656,314	39,653	13,619	-
Present value of lease liabilities	694,881	40,782	29,557	-

The present value of lease liabilities is as follows:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Not later than 1 year	38,567	1,129	15,938	-
Later than 1 year but not later than 5 years	99,507	5,024	13,619	-
Later than 5 years	556,807	34,629	-	-
	694,881	40,782	29,557	-

25 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Trade payables - other parties	715,592	435,793	-	-
- related parties (Note 33 b))	185,080	2,347	-	-
Other payables - other parties	59,771	17,046	8,907	4,199
- related parties (Note 33 b))	2,256	2,267	2,287	5,027
Advance received from customers	47,982	14,968	-	-
Accrued expenses	580,149	410,713	102,131	59,178
	1,590,830	883,134	113,325	68,404

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26 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Statement of financial position:				
Retirement benefits	301,413	314,198	78,515	78,833
Other long-term benefits	27,679	26,474	2,961	2,967
Liability in the statement of financial position	329,092	340,672	81,476	81,800
(Profit) loss charge included in operating profit for:				
Retirement benefits	39,140	100,714	12,613	25,810
Other long-term benefits	3,994	8,703	352	974
	43,134	109,417	12,965	26,784
Remeasurement in other comprehensive (income) expense	(29,976)	26,043	(6,352)	1,684

Employee benefit obligations are final salary retirement plans, which provide benefits to employees in the form of a guaranteed level of pension payable. The level of benefits provided depends on employees' length of service and their salary in the final years leading up to retirement.

The movements of employee benefit obligations - Retirement benefits for the years ended 31 March 2021 and 2020 comprise the following:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance for the year	314,198	197,174	78,833	51,339
Past service cost from amendment bill to the Labour Protection Law	-	68,332	-	16,371
Current service cost	34,902	28,744	11,620	8,552
Interest cost	4,238	3,638	993	887
Remeasurements:				
(Gain)/loss from change in demographic assumptions	(20)	(1,492)	(20)	(417)
(Gain)/loss from change in financial assumptions	(29,391)	45,763	(7,224)	7,270
Experience (gain)/loss	(565)	(18,228)	892	(5,169)
Employee benefit paid	(21,949)	(9,733)	(6,579)	-
Closing balance for the year	301,413	314,198	78,515	78,833

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The movements of employee benefit obligations - other long-term benefits for the years ended 31 March 2021 and 2020 comprise the following:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance for the year	26,474	19,986	2,967	2,289
Current service cost	4,023	3,863	674	635
Interest cost	361	307	34	30
Remeasurements:				
(Gain)/loss from change in demographic assumptions	(10)	(19)	(10)	(53)
(Gain)/loss from change in financial assumptions	181	6,220	3	651
Experience gain	(561)	(1,668)	(349)	(289)
Employee benefit paid	(2,789)	(2,215)	(358)	(296)
Closing balance for the year	27,679	26,474	2,961	2,967

The principal actuarial assumptions used were as follows:

	Consolidated financial statements		Separate financial statements	
	2021 %	2020 %	2021 %	2020 %
Discount rates	1.93 - 1.96	1.23 - 1.63	1.96	1.63
Salary growth rate	4.54 - 4.73	4.78 - 4.97	4.65	4.97
Staff turnover rate	0.00 - 19.00	0.00 - 19.00	1.00 - 19.00	0.00 - 19.00

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Sensitivity analysis for each significant assumption as at 31 March 2021 and 2020 are as follows:

Consolidated financial statements						
Change in assumption		Increase (decrease) to employee benefit obligations				
		Increase in assumption		Decrease in assumption		
		2021	2020	2021	2020	
	%	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	
Discount rate	1.00	(33,287)	(36,238)	38,900	42,573	
Salary growth rate	1.00	35,747	38,990	(31,183)	(33,884)	
Staff turnover rate	1.00	(34,930)	(37,784)	15,621	17,365	
Separate financial statements						
Change in assumption		Increase (decrease) to employee benefit obligations				
		Increase in assumption		Decrease in assumption		
		2021	2020	2021	2020	
	%	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	
Discount rate	1.00	(7,499)	(8,137)	8,669	9,448	
Salary growth rate	1.00	8,215	8,912	(7,261)	(7,848)	
Staff turnover rate	1.00	(7,933)	(8,579)	2,756	3,027	

The above sensitivity analyses are 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 has been applied as when calculating the retirement benefits recognised within the statement of financial position.

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 defined benefit obligation is 9.54 - 12.69 years (2020 : 10.84 - 16.02 years).

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Expected maturity analysis of undiscounted Retirement benefits and Other long-term benefits are as follows:

	Consolidated financial statements				
	Less than 1 year Thousand Baht	Between 1-2 years Thousand Baht	Between 2-5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht
At 31 March 2021					
Retirement benefits	2,942	18,476	46,315	1,134,791	1,202,524
Other long-term benefits	2,445	2,867	12,128	74,835	92,275
Total	5,387	21,343	58,443	1,209,626	1,294,799
At 31 March 2020					
Retirement benefits	8,941	2,989	31,237	1,253,948	1,297,115
Other long-term benefits	2,558	2,358	10,713	76,945	92,574
Total	11,499	5,347	41,950	1,330,893	1,389,689
	Separate financial statements				
	Less than 1 year Thousand Baht	Between 1-2 years Thousand Baht	Between 2-5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht
At 31 March 2021					
Retirement benefits	-	11,911	20,001	344,800	376,712
Other long-term benefits	358	294	1,734	14,848	17,234
Total	358	12,205	21,735	359,648	393,946
At 31 March 2020					
Retirement benefits	2,016	-	14,184	406,700	422,900
Other long-term benefits	406	327	1,522	16,054	18,309
Total	2,422	327	15,706	422,754	441,209

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27 Provision for decommissioning cost

The movements of provision for decommissioning cost for the years ended 31 March 2021 and 2020 comprise the following:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance as at 1 April	1,068	1,068	1,068	1,068
Write-off	(658)	-	(658)	-
Closing balance as at 31 March	410	1,068	410	1,068

28 Legal reserve

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
As at 1 April	372,575	369,092	372,575	369,092
Appropriation during the year	1,205	3,483	1,205	3,483
As at 31 March	373,780	372,575	373,780	372,575

Under the Public Limited Company Act., B.E. 2535, the Company is required to set aside as a legal reserve at least 5% of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10% of the registered capital. The legal reserve is non-distributable.

29 Other income

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Gain on exchange rate, net	20,380	2,249	-	100
Dividend income from other long-term investment	28,800	14,400	-	-
Interest income	2,962	4,261	71,067	89,133
Compensation from insurance companies	50,000	68,410	-	-
Others	16,899	19,490	575	643
	119,041	108,810	71,642	89,876

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30 Expense by nature

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Change in finished goods and work in process	(861,106)	1,151,760	-	-
Raw materials and consumables used	15,868,016	12,666,055	-	-
Store and supplies used	711,202	982,698	-	-
Fuel	589,291	640,181	-	-
Depreciation and amortisation and amortisation of rolling mill expenses	511,819	492,086	27,910	13,091
Employee benefits expenses	938,360	976,420	267,102	268,920
Utilities expenses	2,255,895	1,907,360	826	975
Repair and maintenance expenses	635,663	609,917	480	152
Contractor fees	187,643	195,695	4,660	3,824
Delivery and selling expenses	190,616	185,001	3,775	5,745
Bank charges	60,526	62,406	10,918	8,215
Others	199,628	201,145	79,983	98,937
Total	21,287,553	20,070,724	395,654	399,859

31 Income tax (income) expense

Income tax (income) expense for the years ended 31 March comprise of

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Current tax:				
Current tax on profits for the year	65,285	81,373	12,795	-
Current tax on profits for the previous year	10,537	-	10,537	-
Total current tax	75,822	81,373	23,332	-
Increase in deferred tax assets (Note 22)	(17,230)	(5,806)	(994)	(5,276)
Increase (decrease) in deferred tax liabilities (Note 22)	(1,864)	(12,078)	-	-
Total deferred tax	(19,094)	(17,884)	(994)	(5,276)
Total income tax (income) expense	56,728	63,489	22,338	(5,276)

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The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic weighted average tax rate applicable to profit of the home country of the Company as follow:

Consolidated financial statements	
	2021
	Thousand
	Baht
	2020
	Thousand
	Baht
Profit (loss) before income tax	688,346
Tax calculated at a tax rate of 20% (2020 : 20%)	137,669
Tax effect of:	
- Temporary differences and unused tax losses not accounted for as deferred tax assets and elimination entries	(26,326)
- Expenses not deductible for tax purpose	18,154
- Double tax expenses deductible	(1,901)
- Utilisation of tax loss carried forward which was not recognised as deferred tax asset	(66,116)
- Recognition of previously unrecognized deferred taxes	(15,289)
- Income tax of previous year	10,537
Tax charge	56,728
	63,489
Separate financial statements	
	2021
	Thousand
	Baht
	2020
	Thousand
	Baht
Profit before income tax	46,447
Tax calculated at a tax rate of 20% (2020 : 20%)	9,289
Tax effect of:	
- Expenses not deductible for tax purpose	2,926
- Double tax expenses deductible	(414)
- Utilisation of tax loss carried forward which was not recognised as deferred tax asset	-
- Tax expense for the previous year	10,537
Tax charge	22,338
	(5,276)

The Group's and the Company's weighted average applicable tax rate were 48% - (3)% and 48%, respectively. (2020 : 20% - (8)% and (8)%, respectively).

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The tax credit/(charge) relating to component of other comprehensive income is as follows:

Consolidated financial statements						
2021			2020			
Before tax Thousand Baht	Tax credit/ (charge) Thousand Baht	After tax Thousand Baht	Before tax Thousand Baht	Tax credit/ (charge) Thousand Baht	After tax Thousand Baht	
Remeasurement on retirement benefit obligations	29,976	(5,275)	24,701	(26,043)	3,358	(22,685)
Change in value of available-for- sale investment	-	-	-	(1,200)	140	(1,060)
Financial assets value at fair value though other comprehensive income	60,480	(12,096)	48,384	-	-	-
Other comprehensive income	90,456	(17,371)	73,085	(27,243)	3,498	(23,745)
Current tax	-	-	-	-	-	-
Deferred tax (Note 22)	(17,371)			3,498		
	<u>(17,371)</u>			<u>3,498</u>		
Separate financial statements						
2021			2020			
Before tax Thousand Baht	Tax credit/ (charge) Thousand Baht	After tax Thousand Baht	Before tax Thousand Baht	Tax credit/ (charge) Thousand Baht	After tax Thousand Baht	
Remeasurement on retirement benefit obligations	6,352	(1,270)	5,082	(1,684)	337	(1,347)
Other comprehensive income	6,352	(1,270)	5,082	(1,684)	337	(1,347)
Current tax	-	-	-	-	-	-
Deferred tax (Note 22)	(1,270)			337		
	<u>(1,270)</u>			<u>337</u>		

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32 Earnings per share

The basic earnings per share is calculated by dividing the profit for the year attributable to ordinary shareholders of the parent divided by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
For the years ended 31 March				
Net profit attributable to ordinary shareholders of the parent (Thousand Baht)	630,549	47,878	24,108	69,673
Weighted average number of ordinary shares outstanding (Share)	8,421,540,848	8,421,540,848	8,421,540,848	8,421,540,848
Basic earnings per share (Baht per share)	0.07	0.01	0.00	0.01

33 Related party transactions

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the company, including holding companies, subsidiaries and fellow subsidiaries are related parties of the company. Associates and individuals owning, directly or indirectly, an interest in the voting power of the company that gives them significant influence over the enterprise, key management personnel, including directors and officers of the company and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

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

Tata Steel (Thailand) Public Company Limited
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Relationship between company and related parties:

Name	Type of Business	Relationship
Tata Steel Limited	Manufacture steel	Ultimate parent company
T S Global Holdings Pte. Ltd.	Investing	Major shareholder
The Siam Iron and Steel (2001) Co., Ltd.	Manufacture wire rods and small section products	Common shareholders and management
The Siam Construction Steel Co., Ltd.	Manufacture steel bars	Common shareholders and management
Tata Steel Manufacturing (Thailand) Public Company Limited	Manufacture, render a manufacturing service, distributions and trading of steel bars, wire rods and small section products	Common shareholder and management
The Siam Industrial Wire Co., Ltd.	Manufacture steel wire	Same group of shareholders
NatSteel Trade International Pte. Ltd.	Trading	Same group of shareholders
NatSteel Recycling Pte. Ltd.	Trading	Same group of shareholders
Tata International Metals Asia Ltd.	Trading	Same group of shareholders
T S Asia (Hong Kong) Ltd.	Trading	Same group of shareholders
Tata Refractories Ltd.	Manufacture refractory	Same group of shareholders
NatSteel Holdings Pte. Ltd.	Manufacture steel	Same group of shareholders
Tata Steel UK Ltd.	Manufacture steel	Same group of shareholders
Tata International Singapore Pte. Ltd.	Trading	Same group of shareholders
Tata Steel IJmuiden BV	Manufacture steel	Same group of shareholders
Tata Consultancy Services (Thailand) Ltd.	Software services	Same group of shareholders
Tata Consultancy Services Ltd.	Software services	Same group of shareholders
Tata Services Limited	Training services	Same group of shareholders
Tata Sons Private Limited	Investment holdings and consultancy services	Same group of shareholders
Tata Steel Resources Australia Pte. Ltd.	Procurement	Same group of shareholders
Tata NYK Shipping Pte. Ltd.	Shipping	Same group of shareholders
Mjunction Services Limited	Trading and procurement	Same group of shareholders
T S Global Procurement Co. Pte. Ltd.	Trading	Same group of shareholders
Tata Steel International (UK) Ltd.	Shipping	Same group of shareholders
Tata Steel Nederland Services B.V.	Manufacture steel	Same group of shareholders
Tata South East Asia Limited	Manufacture steel	Same group of shareholders
TSN Wires Co., Ltd.	Manufacture galvanized steel wire	Same group of shareholders
Tata International Limited	Trading	Same group of shareholders
Tata Steel Processing and Distribution Limited	Processing and distribution steel	Same group of shareholders
Tata Projects Limited	Infrastructure projects	Same group of shareholders
Tata South East Asia (Cambodia) Ltd.	Trading	Same group of shareholders
Natsteel (Xiamen) Ltd.	Manufacture steel	Same group of shareholders
Tata Technologies (Thailand) Co., Ltd.	IT Services	Same group of shareholders
Tata Technologies Pte. Ltd.	IT Services	Same group of shareholders
Tata Motors (Thailand) Co., Ltd.	Manufacture automobile	Same group of shareholders
Tata Communications (Thailand) Co., Ltd.	Telecommunications service	Same group of shareholders
Tata International West Asia DMCC	Trading	Same group of shareholders
Tata AIG General Insurance Co., Ltd.	Insurance	Same group of shareholders
Tata Power Co., Ltd.	Generate, transmit and distribute electricity	Same group of shareholders

Tata Steel (Thailand) Public Company Limited
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The following transactions were carried out with related parties:

a) Related party transactions for the years ended 31 March 2021 and 2020

For the years ended 31 March	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Revenues				
Sales				
Tata Steel Limited	395,669	762,299	-	-
The Siam Industrial Wire Co., Ltd.	898,270	452,053	-	-
NatSteel Holdings Pte. Ltd.	3,246	3,774	-	-
TSN Wires Co., Ltd.	265,682	282,700	-	-
Tata projects Limited	-	179	-	-
Total	1,562,867	1,501,005	-	-
Interest income				
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	68,259	85,446
Total	-	-	68,259	85,446
Management fees income				
The Siam Iron and Steel (2001) Co., Ltd.	-	-	61,851	87,580
The Siam Construction Steel Co., Ltd.	-	-	113,370	160,256
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	216,971	157,900
Total	-	-	392,192	405,736

The Company has made the service agreement with subsidiaries which charges at the rate specified in the agreement and calculated by cost plus method.

Tata Steel (Thailand) Public Company Limited
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For the years ended 31 March	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Expenses				
Purchases				
Tata Steel Limited	2,252,154	-	-	-
Tata International Metals Asia Ltd.	493,858	1,137,852	-	-
Tata International Limited	-	18,518	-	-
Tata International West Asia DMCC	19,582	21,680	-	-
Total	2,765,594	1,178,050	-	-
Interest expenses				
The Siam Iron and Steel (2001) Co., Ltd.	-	-	2,593	4,315
The Siam Construction Steel Co., Ltd.	-	-	17,578	26,577
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	203	464
Total	-	-	20,374	31,356
Other expenses				
Tata Steel Limited	747	1,004	747	1,004
The Siam Industrial Wire Co., Ltd.	15	-	-	-
Tata Sons Private Limited	22	16	22	16
Tata Services Limited	27	-	27	-
Tata Technologies (Thailand) Co., Ltd.	-	54	-	54
Total	811	1,074	796	1,074
Key management compensation				
Short-term employee benefits	68,571	64,404	68,571	64,404
Post-employment benefits	30,719	29,487	30,719	29,487
Total	99,290	93,891	99,290	93,891

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- b) Outstanding balance arising from sale/purchases of goods, services and others as at 31 March 2021 and 2020 are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Trade receivable - related parties				
The Siam Iron and Steel (2001) Co., Ltd.	-	-	-	2,316
The Siam Construction Steel Co., Ltd.	-	-	-	4,187
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	32,981	4,173
Tata Steel Limited	227,860	171,989	-	-
The Siam Industrial Wire Co., Ltd.	15,438	543	-	-
TSN Wires Co., Ltd.	36,306	53,664	-	-
Total	279,604	226,196	32,981	10,676
Other receivables - related parties				
Tata Steel Limited	23	23	23	23
The Siam Iron and Steel (2001) Co., Ltd.	-	-	-	1,235
The Siam Construction Steel Co., Ltd.	-	-	-	2,137
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	39,538	10,262
Tata Communication (Thailand) Ltd.	21	21	21	21
Total	44	44	39,582	13,678
Trade payable - related parties				
Tata Steel Limited	2,251	2,347	-	-
TATA International Metals Asia Ltd.	182,829	-	-	-
Total	185,080	2,347	-	-
Other payables - related parties				
Tata Steel Limited	2,256	2,267	2,256	2,267
The Siam Iron and Steel (2001) Co., Ltd.	-	-	-	270
The Siam Construction Steel Co., Ltd.	-	-	-	2,470
Tata Steel Manufacturing (Thailand) Public Company Limited	-	-	31	20
Total	2,256	2,267	2,287	5,027

Tata Steel (Thailand) Public Company Limited
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c) Short-term loans to a subsidiary

The movements of short-term loans to a subsidiary during the years ended 31 March 2021 and 2020 comprise the following:

	Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht
Opening balance for the year	3,092,084	2,441,051
Net additions (deductions) of loans during the year	3,775,980	651,033
Closing balance for the year	6,868,064	3,092,084

As at 31 March 2021, short-term loans to a subsidiary in amount of Baht 6,868 million (2020 : Baht 3,092 million) bear interest rate at 0.5% and 3.0% per annum (2020 : 3.0% per annum), short-term loans to a subsidiary are non-collateralised loans and not specified maturity date.

d) Short-term borrowings from subsidiaries

The movements of short-term borrowings from subsidiaries during the years ended 31 March 2021 and 2020 comprise the following:

	Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht
Opening balance for the year	2,118,355	1,839,824
Net additions (deductions) of borrowing during the year	(2,118,355)	278,531
Closing balance for the year	-	2,118,355

As at 31 March 2020, short-term borrowings from subsidiaries in amount of Baht 2,118 million bear interest rate at 1.50% per annum, short-term borrowings from subsidiaries are non-collateralised borrowings and not specified maturity date.

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34 Contingent liabilities

For fiscal year ended 31 March 2014, The Siam Construction Steel Company Limited, a subsidiary, received notifications from the Revenue Department informing the Company of assessments of additional surcharge of Baht 16 million in respect of the half-year corporate income tax filing for the year ended 31 March 2008 which the subsidiary under-estimated the net profit for that year by an amount exceeding 25 percent of the actual net profit. The subsidiary has lodged an appeal with the Revenue Department. On 15 August 2018, the Board of Appeal denied the subsidiary's appeal. However, the subsidiary has made an appeal to the Central Tax Court.

On 5 August 2019, the Central Tax Court judged in favour of the subsidiary. On 11 November 2019, the Revenue Department, therefore, also appealed to the Court of Appeal for Specialized Cases.

On 14 September 2020, the Court of Appeal for Specialized Cases reversed the judgement of the Central Tax Court. Consequently, the subsidiary accrued for the provision for surcharge amount of Baht 16 million in the consolidated financial statements. Accordingly, the contingent liability as at 31 March 2021 is nil.

On 9 December 2020, the subsidiary has filed an appeal to the Supreme Court.

35 Commitments

35.1 Letter of guarantee

Letters of guarantee issued by the financial institutions to the Revenue Department, Electricity Generating Authority of Thailand, Provincial Electricity Authority Industrial, Estate Authority of Thailand and Bureau of Indian Standards as at 31 March 2021 and 2020 amounting to Baht 404 million and Baht 283 million, respectively, in the normal courses of business.

35.2 Capital commitments

Capital expenditure contracted for at the statement of financial position date but not recognised in the financial statements is as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Building and equipment	34,527	23,562	-	-

Tata Steel (Thailand) Public Company Limited
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35.3 Operating lease commitments - where the Group is the lessee

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

The Group leases various land, office building, vehicles and office equipment. The minimum lease payments under these non-cancellable operating lease agreements are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Not later than 1 year	5,449	71,284	4,989	25,981
Later than 1 year but not later than 5 years	3,084	176,333	2,593	30,161
Later than 5 years	-	500,085	-	-
	8,533	747,702	7,582	56,142

35.4 Commitments from letter of credit

Letters of credit opened but are not qualified as liabilities as at 31 March 2021 and 2020 are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand	2020 Thousand	2021 Thousand	2020 Thousand
Currency				
US Dollars	12,016	1,266	-	-
EUR	187	275	-	-

36 Promotional privileges

The Group received the promotional privileges from the Board of Investment for 2 projects no. 2084(8)/2550 and 9018(2)/2557 on 18 July 2007 and 29 September 2014, respectively; for manufacturing of steel sections, hot metal, pig iron, and steel billet wire rods. Subject to certain imposed conditions, the privileges include the following conditions:

- Exemption of import duty on machinery as approved by the board.
- Exemption of corporate income tax earned from promoted business for the period of 3 years counting from the first date of derived revenue from the respective business activities.

Tata Steel (Thailand) Public Company Limited
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Revenues in the consolidated statements of comprehensive income classified by BOI and Non BOI businesses are as follows:

Consolidated financial statements			
2021 (Unaudited)			
	BOI promoted activities which are subject to corporate income tax Thousand Baht	Non BOI promoted activities Thousand Baht	Total Thousand Baht
Revenue from local sales	-	20,692,800	20,692,800
Revenue from export sales	-	1,324,096	1,324,096
Total revenue	-	22,016,896	22,016,896

Consolidated financial statements			
2020 (Unaudited)			
	BOI promoted activities which are subject to corporate income tax Thousand Baht	Non BOI promoted activities Thousand Baht	Total Thousand Baht
Revenue from local sales	-	18,288,118	18,288,118
Revenue from export sales	-	1,836,613	1,836,613
Total revenue	-	20,124,731	20,124,731

37 Entire Business Transfer Under Common Control

Entire Business Transfer within the Group under Common Control

The Annual General Meeting of the Shareholders held on 30 July 2020 of Tata Steel Manufacturing (Thailand) Public Company Limited, a subsidiary of the Company, approved the acquisition of entire businesses from The Siam Steel (2001) Company Limited and The Siam Construction Steel Company Limited, subsidiaries of the Company as well. The Board of Directors held on 18 November 2020 of The Siam Steel (2001) Company Limited and The Siam Construction Steel Company Limited, approved the entire business transfer to Tata Steel Manufacturing (Thailand) Public Company Limited.

The Entire Business Transfer within the Group has no impact to the presentation of consolidated financial statements because transferor and transferee are subsidiaries within the Group under the Common Control.

The significant terms and conditions of Entire Business Transfer within the Group are as follows:

Tata Steel (Thailand) Public Company Limited
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(a) Transfer of assets and liabilities

On 19 November 2020, Tata Steel Manufacturing (Thailand) Public Company Limited has entered into the Entire Business Transfer Agreement ("the Agreement") with The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited. The Siam Iron and Steel (2001) Company Limited and The Siam Construction Steel Company Limited ("the Transferors") agreed to transfer its entire businesses and Tata Steel Manufacturing (Thailand) Public Company Limited ("the Transferee") agreed to acquire the entire businesses including assets, liabilities, employees and commitments under the terms and conditions of the Agreement at 23.59 pm on 31 December 2020.

The Transferors transferred the entire businesses to the Transferee by using the net book value of assets and liabilities, list of current employees, and the outstanding commitments at the close of 31 December 2020 which the entire business transfer is effective on 1 January 2021.

The transferred assets and liabilities at book value are shown below:

	The Siam Iron and Steel (2001) Company Limited	The Siam Construction Steel Company Limited
	Thousand Baht	Thousand Baht
Assets		
Cash and cash equivalents	4,656	3,937
Trade and other receivables	5,149	177,019
Short-term loans to a parent company	400,699	2,068,633
Inventories	893,502	713,572
Other current assets	8,081	33,190
Other long-term investments	-	146,160
Property, plant and equipment, net	295,278	305,863
Intangible assets, net	5,134	8,591
Right-for-use asset	4,582	679,263
Deferred tax assets, net	15,224	18,287
Other non-current assets	10,392	6,914
Total assets	1,642,697	4,161,429
Liabilities		
Trade and other payables	206,470	304,056
Current income tax payable	11,826	13,347
Current portion of finance lease liabilities, net	1,819	18,631
Other current liabilities	2,455	16,900
Deferred tax liabilities, net	-	29,232
Lease liabilities, net	2,837	671,985
Employee benefit obligations	70,438	88,872
Total liabilities	295,845	1,143,023
Net transferred assets	1,346,852	3,018,406



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