



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2026



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

Symbol : TSTH

Address : 555 Rasa One (Building B), 20 Fl., Phaholyothin Road, Chatuchak

Province : Bangkok

Postcode : 10900

Business : The Company operates as investment holding company producing rebars, wire rods and small sections that used as raw material for construction parts.

Registration Number : 0107545000136

Telephone : 0-2937-1000

Fax (if applicable) : 0-2937-1223

Website : www.tatasteelthailand.com

Email : somjaij@tatasteelthailand.com

Total Shares Sold (shares)

Common Stock : 8,421,540,848

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

| | 2024 | 2025 | 2026 |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 24,688,797.00 | 24,981,004.00 | 26,388,942.00 |
| Rebars (Thousand baht) | 15,725,538.00 | 15,931,483.00 | 17,824,189.00 |
| Wire Rods (Thousand baht) | 8,102,245.00 | 8,366,978.00 | 7,829,428.00 |
| Small Sections (Thousand baht) | 561,344.00 | 356,397.00 | 390,556.00 |
| Other Products (Thousand baht) | 299,670.00 | 326,146.00 | 344,769.00 |

| | 2024 | 2025 | 2026 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Rebars (%) | 63.70 | 63.77 | 67.54 |
| Wire Rods (%) | 32.82 | 33.49 | 29.67 |
| Small Sections (%) | 2.27 | 1.43 | 1.48 |
| Other Products (%) | 1.21 | 1.31 | 1.31 |

By Geographical Area or Market

| | 2024 | 2025 | 2026 |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 24,688,797.00 | 24,981,004.00 | 26,388,942.00 |
| Domestic (Thousand baht) | 21,608,235.00 | 19,855,668.00 | 23,320,168.46 |
| International (Thousand baht) | 3,080,562.00 | 5,125,336.00 | 3,068,773.54 |
| Japan (Thousand baht) | 57,646.00 | 79,498.00 | 76,795.34 |
| Indonesia (Thousand baht) | 144,652.00 | 351,647.00 | 177,805.69 |

| | | | |
|---------------------------------|--------------|--------------|------------|
| Laos (Thousand baht) | 397,480.00 | 937,602.00 | 914,413.63 |
| Malaysia (Thousand baht) | 236,541.00 | 415,436.00 | 438,937.83 |
| Vietnam (Thousand baht) | 139,202.00 | 322,417.00 | 344,360.98 |
| India (Thousand baht) | 840,495.00 | 2,197,359.00 | 947,032.53 |
| Australia (Thousand baht) | 144,472.00 | 102,990.00 | 852.28 |
| Canada (Thousand baht) | 1,005,544.00 | 634,466.00 | 130,119.21 |
| Other countries (Thousand baht) | 114,530.00 | 83,921.00 | 38,456.05 |

| | 2024 | 2025 | 2026 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 87.52 | 79.48 | 88.37 |
| International (%) | 12.48 | 20.52 | 11.63 |
| Japan (%) | 1.87 | 1.55 | 2.50 |
| Indonesia (%) | 4.70 | 6.86 | 5.79 |
| Laos (%) | 12.90 | 18.29 | 29.80 |
| Malaysia (%) | 7.68 | 8.11 | 14.30 |
| Vietnam (%) | 4.52 | 6.29 | 11.22 |
| India (%) | 27.28 | 42.87 | 30.86 |
| Australia (%) | 4.69 | 2.01 | 0.03 |
| Canada (%) | 32.64 | 12.38 | 4.24 |
| Other countries (%) | 3.72 | 1.64 | 1.25 |

Other income as specified in the financial statements

| | 2024 | 2025 | 2026 |
|------------------------------------|------------|------------|------------|
| Total other income (Thousand baht) | 351,876.00 | 349,273.00 | 108,527.00 |

| | | | |
|---|------------|------------|------------|
| Other income from operations (Thousand baht) | 131,885.00 | 89,587.00 | 108,527.00 |
| Dividend income from equity investments at FVOCI (Thousand baht) | 36,115.00 | 38,016.00 | 29,568.00 |
| Interest income (Thousand baht) | 15,603.00 | 21,610.00 | 39,442.00 |
| Compensation from insurance companies (Thousand baht) | 50,000.00 | 2,712.00 | N/A |
| Others (Thousand baht) | 30,167.00 | 27,249.00 | 38,514.00 |
| Other income not from operations (Thousand baht) | 219,991.00 | 259,686.00 | 0.00 |
| Gain on disposal of Idle assets held for sale (Thousand baht) | 219,991.00 | 0.00 | 0.00 |

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

| (Unit : Thousand baht) | 2024 | 2025 | 2026 |
|----------------------------------|------|------|------|
| R&D expenses in the past 3 years | N/A | N/A | N/A |

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risks arising from safety, health, and environmental laws and regulatory requirements, which could result in operational shutdowns, asset damage, and reputational loss

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

Cybersecurity & IT platform risk arises from the rapid growth of AI-driven IT in the internet economy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Aging workforce may lead to declining manpower productivity, resulting in higher costs, challenges from simultaneous retirements, and limited proficiency in new technologies.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers
- Impact from population structure

Risk associated with sudden loss of critical talents may impact business continuity and productivity

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Impact from population structure

Climate-Related Disruption of Production and Supply Chain Continuity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Delays in the development of future projects
- Climate change and disasters

Foreign exchange volatility

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- Economic risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Geopolitical Risk Impacting Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- Economic risk

Operational Risk

- Delays in the development of future projects

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-Thai-1.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.tatasteelthailand.com/wp-content/uploads/2024/05/TSTH-Environment-Policy-2023.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

| | 2024 | 2025 | 2026 |
|-----------------------------------|------------------|------------------|------|
| Fuel oil (Litres) | 6,806,204.00 | 6,624,618.00 | N/A |
| Natural gas (Standard cubic feet) | 1,595,926,101.41 | 1,655,624,401.42 | N/A |
| LPG (Kilograms) | 7,290.00 | 7,503.00 | N/A |
| Coal (Metric tonnes) | 23,069.84 | 21,660.06 | N/A |

• Electricity consumption

| | 2024 | 2025 | 2026 |
|--|----------------|----------------|----------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 763,227,727.54 | 773,146,045.14 | 837,186,080.00 |

Water management

• Water consumption

| | 2024 | 2025 | 2026 |
|---------------------------------------|---------------|--------------|--------------|
| Total water withdrawal (Cubic meters) | 12,819,714.00 | 1,433,601.00 | 1,494,882.00 |

Waste management

• Waste from operations

| | 2024 | 2025 | 2026 |
|--|-----------------------|-----------------------|-----------------------|
| Non-hazardous waste (Kilograms) | 291,899,320.00 | 218,076,960.00 | 213,260,370.00 |
| Hazardous waste (Kilograms) | 19,160,980.00 | 17,971,200.00 | 17,381,300.00 |
| Total waste generated (Kilograms) | 311,060,300.00 | 236,048,160.00 | 230,641,670.00 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2024 | 2025 | 2026 |
|---|-------------------|-------------------|-------------------|
| Scope 1 (Tons of carbon dioxide equivalents) | 197,307.00 | 193,724.00 | 197,153.00 |
| Scope 2 (Tons of carbon dioxide equivalents) | 383,079.00 | 387,220.00 | 386,377.00 |
| Scope 3 (Tons of carbon dioxide equivalents) | 76,352.00 | 82,508.00 | 89,829.00 |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 656,738.00 | 663,452.00 | 673,359.00 |

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-Thai-1.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

| | 2024 | 2025 | 2026 |
|--|--------------|--------------|--------------|
| Number of male employees (Persons) | 887 | 872 | 870 |
| Number of female employees (Persons) | 194 | 198 | 197 |
| Total number of employees (Persons) | 1,081 | 1,070 | 1,067 |

• Employee remuneration

| | 2024 | 2025 | 2026 |
|------------------------------|----------------|----------------|------------------|
| Employee remuneration (baht) | 825,211,039.93 | 783,019,491.28 | 1,155,990,000.00 |

• Employee development and training

| | 2024 | 2025 | 2026 |
|---|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 6.49 | 6.10 | 7.30 |
| Employee development and training expenses (baht) | 7,841,621.15 | 4,436,867.54 | 5,166,414.25 |

• Health, safety and work environment

| | 2024 | 2025 | 2026 |
|--|------|------|------|
|--|------|------|------|

| | | | |
|--|---|---|---|
| Total number of lost time injury incidents by employees (Cases) | 1 | 1 | 1 |
|--|---|---|---|

• **Employee retention**

| | 2024 | 2025 | 2026 |
|--|------|------|------|
| Percentage of employees who voluntarily resigned (%) | 3.52 | 4.77 | 2.81 |

• **Significant labor dispute**

| | 2024 | 2025 | 2026 |
|---------------------------|------|------|------|
| Significant labor dispute | No | No | No |

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

| | |
|--|---|
| Corporate Governance Policy | : Yes |
| Company website on corporate governance policy | : https://tatasteelthailand.com/wp-content/uploads/2026/05/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3_20260325.pdf |

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

| | |
|------------------------------|--|
| Company policy and guideline | : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies |
|------------------------------|--|

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

| | |
|-----------------|-------|
| Code of Conduct | : Yes |
|-----------------|-------|

Policy and Guideline related to the Code of Conduct

| | |
|------------------------------|---|
| Company policy and guideline | : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing |
|------------------------------|---|

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

| | Number of persons | Percentage (%) |
|-----------------------------------|-------------------|----------------|
| Total number of directors | 8 | 100.00 |
| Number of male directors | 7 | 87.50 |
| Number of female directors | 1 | 12.50 |
| Number of executive directors | 3 | 37.50 |
| Number of non-executive directors | 5 | 62.50 |
| Number of independent directors | 3 | 37.50 |

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

| General information | Position | Date position was assumed | Experience and expertise |
|--|---|---------------------------|--|
| 1. Mr. ASHISH ANUPAM Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Chairman of the board (Executive) Director type: Original director | 15 Dec 2022 | Engineering, Steel, Leadership, Governance/ Compliance, Strategic Management |

| | | | | |
|----|--|--|-------------|---|
| 2. | Mr. RAJIV MANGAL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Director (Non-executive) Director type: Original director | 1 Dec 2013 | Sustainability, Engineering, Leadership, Corporate Social Responsibility, Marketing |
| 3. | Ms. ANUTTARA PANPOTHONG Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 20 Mar 2018 | Finance, Human Resource Management, Risk Management, Audit, Commerce |
| 4. | Mr. THAEVAN UTHAIVATH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | 27 Dec 2022 | Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |
| 5. | Mr. TARATORN PREMSONTORN Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 19 Jun 2024 | Banking, Finance, Governance/ Compliance, Economics, Commerce |

| | | | | |
|----|--|--|-------------|--|
| 6. | Mr. SANDEEP BHATTACHARYA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No | Director (Non-executive) Director type: Original director | 17 Jan 2025 | Commerce, Accounting, Finance, Data Analysis, Risk Management |
| 7. | Mr. SANJAY KUMAR SHRIVASTAV Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Cost and Management Accountant, Company Secretaryship Thai nationality: No Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | 26 Jun 2025 | Accounting, Finance, Risk Management, Budgeting, Business Administration |
| 8. | Mr. ANURAG PANDEY Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | 1 Feb 2026 | Steel, Marketing, Sustainability, Engineering, Business Administration |

List of directors who resigned/vacated their position during the year

| General information | Position | Tenure | Replacement Director |
|---|-------------------------|---|---|
| 1. Mr. TARUN KUMAR DAGA Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Director (Executive) | Date position was assumed: 15 Dec 2022 Date directorship ended: 1 Feb 2026 | Mr. ANURAG PANDEY Date position was assumed: 1 Feb 2026 |

| | | | | |
|----|-----------------------------|-------------|-------------------|-----------------------------|
| 2. | Mr. JAYANTA CHAKRABORTY | Director | Date position was | Mr. SANJAY KUMAR SHRIVASTAV |
| | Gender: Male | (Executive) | assumed: | Date position was assumed: |
| | Age: 61 years old | | 19 Jun 2024 | 26 Jun 2025 |
| | Highest level of education: | | Date directorship | |
| | Master's degree | | ended: | |
| | Major: Accounting | | 31 May 2025 | |
| | Thai nationality: No | | | |
| | Residing in Thailand: No | | | |

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

| General information | | Position | Date position was assumed | Experience and expertise |
|---------------------|---|--|---------------------------|---|
| 1. | Ms. ANUTTARA PANPOTHONG [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 19 Jun 2024 | Finance, Human Resource Management, Risk Management, Audit, Commerce |
| 2. | Mr. THAEVAN UTHAIVATH [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 27 Dec 2022 | Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |
| 3. | Mr. TARATORN PREMSOONTORN [1] Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 19 Jun 2024 | Banking, Finance, Governance/ Compliance, Economics, Commerce |

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

| General information | Position | Date position was assumed |
|--|-------------------------------------|---------------------------|
| 1. Mr. ASHISH ANUPAM Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Chairman of the executive committee | 30 Jan 2018 |
| 2. Mr. RAJIV MANGAL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Member of the executive committee | 1 Dec 2013 |
| 3. Mr. SANDEEP BHATTACHARYA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No | Member of the executive committee | 17 Jan 2025 |
| 4. Mr. ANURAG PANDEY Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes | Member of the executive committee | 1 Feb 2026 |

List of executive committee members who resigned/vacated their position during the year

| General information | Position | Tenure | Replacement Director |
|--|-----------------------------------|---|---|
| 1. Mr. TARUN KUMAR DAGA Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No | Member of the executive committee | Date position was assumed: 22 Dec 2022 Date directorship ended: 1 Feb 2026 | Mr. ANURAG PANDEY Date position was assumed: 1 Feb 2026 |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|--|--------------------------|----------|
| Audit & Risk Review Committee | Ms. ANUTTARA PANPOTHONG | Chairman |
| | Mr. THAEVAN UTHAIVATH | Member |
| | Mr. TARATORN PREMSONTORN | Member |
| Corporate Governance, Nomination & Remuneration Committee | Ms. ANUTTARA PANPOTHONG | Member |
| | Mr. ASHISH ANUPAM | Member |
| | Mr. TARATORN PREMSONTORN | Chairman |
| Corporate Social Responsibility & Sustainability Committee | Mr. THAEVAN UTHAIVATH | Chairman |
| | Mr. RAJIV MANGAL | Member |
| | Mr. ANURAG PANDEY | Member |

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : None

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---------------------------|---|
| 1. Mr. AMIT KHANNA Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Science | Vice President – Business Excellence&Shared Services | 1 Apr 2015 | Data Management, Data Analysis, Engineering, Leadership, Strategic Management |
| 2. Mr. CHAICHALERM BUNYANUWAT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering | Vice President – Marketing and Sales | 31 Jul 2012 | Marketing, Engineering, Leadership, Brand Management, Steel |
| 3. Mr. PORNCHEI TANGWORRAKULCHAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering | Vice President – NTS Plant | 1 Apr 2016 | Steel, Engineering, Leadership, Strategic Management, Data Analysis |
| 4. Mr. RUNGROTH LERT-A-ROM Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering | Vice President – SISCO Plant | 1 Jun 2016 | Steel, Engineering, Leadership, Corporate Management, Strategic Management |
| 5. Mr. SAKCHAI LOYFAKHAJOHN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering | Vice President – SCSC Plant | 1 May 2020 | Steel, Engineering, Leadership, Corporate Management, Strategic Management |

| | | | | |
|----|---|--|-------------|---|
| 6. | Mr. WICHAN WANNA Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Engineering | Vice President – Procurement | 1 Jan 2023 | Steel, Procurement, Engineering, Leadership, Strategic Management |
| 7. | Mr. ANURAG PANDEY [1][2] Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering | President and Chief Executive Officer | 1 Feb 2026 | Steel, Marketing, Sustainability, Engineering, Business Administration |
| 8. | Mr. SANJAY KUMAR SHRIVASTAV [1][2] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Cost and Management Accountant, Company Secretaryship | Vice President– Finance and CFO | 26 Jun 2025 | Accounting, Finance, Risk Management, Budgeting, Business Administration |

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 870

Number of female employees (persons) : 197

Total number of employees (persons) : 1,067

Employee Remuneration

Total employee remuneration : 1,155,990,000.00

Provident fund

Total number of employees (persons) : 1,067

Number of employees contributing to the PVD (persons) : 975

Percentage of employees who are members (%) : 91.38

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

| General information | Position | Date position was assumed | Experience and expertise |
|---|--|---|---|
| 1. Mr. THAEVAN UTHAIVATH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 27 Dec 2022 | Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |
| 2. Mr. SANJAY KUMAR SHRIVASTAV Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Cost and Management Accountant, Company Secretaryship Thai nationality: No Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | Date position was assumed: 26 Jun 2025 | Accounting, Finance, Risk Management, Budgeting, Business Administration |
| 3. Mr. ANURAG PANDEY Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | Date position was assumed: 1 Feb 2026 | Steel, Marketing, Sustainability, Engineering, Business Administration |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|-----------------------------|-----------------------|--|
| Mr. ASHISH ANUPAM | Chairman of the board | Non-participating |
| Mr. RAJIV MANGAL | Director | Non-participating |
| Ms. ANUTTARA PANPOTHONG | Director | Participating |
| Mr. THAEVAN UTHAIVATH | Director | Participating |
| Mr. TARATORN PREMSOONTORN | Director | Participating |
| Mr. SANDEEP BHATTACHARYA | Director | Participating |
| Mr. SANJAY KUMAR SHRIVASTAV | Director | Non-participating |
| Mr. ANURAG PANDEY | Director | Non-participating |

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 17 Jul 2025

EGM meeting : No

| List of directors | Termination date | Number of Board Meeting | AGM meetings | EGM meetings |
|---|------------------|-------------------------|---------------|--------------------------|
| 1. Mr. ASHISH ANUPAM (Chairman of the board) | - | 8/8 | Participating | Did not hold the meeting |

| | | | | | |
|-----|---|-------------|-----|-------------------|--------------------------|
| 2. | Mr. RAJIV MANGAL (Director) | - | 6/8 | Participating | Did not hold the meeting |
| 3. | Ms. ANUTTARA PANPOTHONG (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 4. | Mr. THAEVAN UTHAIVATH (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 5. | Mr. TARATORN PREMSONTORN (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 6. | Mr. SANDEEP BHATTACHARYA (Director) | - | 6/8 | Participating | Did not hold the meeting |
| 7. | Mr. SANJAY KUMAR SHRIVASTAV (Director) | - | 6/6 | Participating | Did not hold the meeting |
| 8. | Mr. ANURAG PANDEY (Director) | - | 1/1 | Non-participating | Did not hold the meeting |
| 9. | Mr. TARUN KUMAR DAGA (Director) | 1 Feb 2026 | 7/7 | Participating | Did not hold the meeting |
| 10. | Mr. JAYANTA CHAKRABORTY (Director) | 31 May 2025 | 2/2 | Non-participating | Did not hold the meeting |

Remuneration for company directors

| | List of directors | Termination date | Meeting allowance (baht) | Other monetary remuneration (baht) | Other non- monetary |
|----|--|------------------|-----------------------------|--|------------------------|
| 1. | Mr. ASHISH ANUPAM (Chairman of the board) | - | 0.00 | 0.00 | No |
| 2. | Mr. RAJIV MANGAL (Director) | - | 0.00 | 0.00 | No |
| 3. | Ms. ANUTTARA PANPOTHONG (Director) | - | 192,000.00 | 543,500.00 | N/A |
| 4. | Mr. THAEVAN UTHAIVATH (Director) | - | 192,000.00 | 543,500.00 | N/A |
| 5. | Mr. TARATORN PREMSONTORN (Director) | - | 192,000.00 | 543,500.00 | No |
| 6. | Mr. SANDEEP BHATTACHARYA (Director) | - | 0.00 | 0.00 | No |
| 7. | Mr. SANJAY KUMAR SHRIVASTAV (Director) | - | 0.00 | 0.00 | No |
| 8. | Mr. ANURAG PANDEY (Director) | - | 0.00 | 0.00 | No |

| | | | | | |
|-----|---------------------------------------|-------------|------|------|----|
| 9. | Mr. TARUN KUMAR DAGA (Director) | 1 Feb 2026 | 0.00 | 0.00 | No |
| 10. | Mr. JAYANTA CHAKRABORTY (Director) | 31 May 2025 | 0.00 | 0.00 | No |

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

| | List of directors | Termination date | Number of the audit committee meeting |
|----|---|------------------|---------------------------------------|
| 1. | Ms. ANUTTARA PANPOTHONG (Audit committee) | - | 6/6 |
| 2. | Mr. THAEVAN UTHAIVATH (Audit committee) | - | 6/6 |
| 3. | Mr. TARATORN PREMSONTORN (Audit committee) | - | 6/6 |