

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

M.C.S.STEEL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

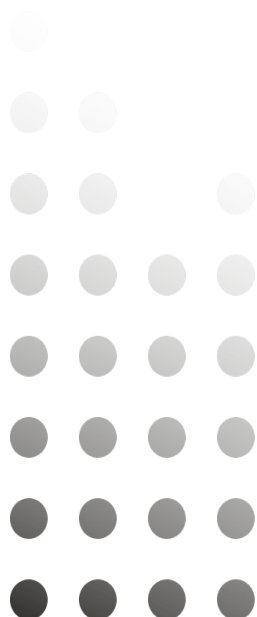


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : M.C.S.STEEL PUBLIC COMPANY LIMITED

Symbol : MCS

Address : 70 MOO 2, TAMBOL CHANGYAI, AMPHOE BANG-SAI

Province : Ayutthya

Postcode : 13290

Business : large steel structure manufacturer, especially steel beams
and columns for the construction of large high-rise buildings

Registration Number : 0107548000048

Telephone : 0-3537-2961-6, 08-9900-1217-8

Fax (if applicable) : 0-3537-2967-8

Website : www.mcssteel.com

Email : info@mcssteel.co.th

Total Shares Sold (shares)

Common Stock : 477,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	5,819,083.06	5,687,103.21	5,254,366.32
Steel Structure (Thousand baht)	5,777,163.46	5,607,171.36	5,185,449.26
Other (Thousand baht)	41,919.60	79,931.85	68,917.06

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Steel Structure (%)	99.28	98.59	98.69
Other (%)	0.72	1.41	1.31

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	5,819,083.06	5,687,103.21	5,254,366.32
Domestic (Thousand baht)	301,095.89	124,859.55	49,511.72
International (Thousand baht)	5,517,987.17	5,562,243.66	5,135,937.53
Japan (Thousand baht)	5,517,987.17	5,562,243.66	5,135,937.53

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	5.17	2.20	0.94
International (%)	94.83	97.80	97.75
Japan (%)	100.00	100.00	100.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	41,919.60	79,931.84	68,917.06
Other income from operations (Thousand baht)	0.00	22,667.87	19,089.44
Other income not from operations (Thousand baht)	41,919.60	57,263.97	49,827.62

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	0.00	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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	8,840.64	10,031.56	11,580.55

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 related to economic and construction-industry trends in Japan.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	9,694,372.00	9,356,891.84	5,359,684.00

Water management

- Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	59,395.00	61,653.00	62,237.00

Waste management

- Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	394,000.00	716,208.00	623,765.00
Hazardous waste (Kilograms)	N/A	5,000.00	1,470.00
Total waste generated (Kilograms)	394,000.00	721,208.00	625,235.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : No

Company human right guideline : Employee Rights, Migrant Workers, 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

	2023	2024	2025
Number of male employees (Persons)	456	499	509
Number of female employees (Persons)	141	156	153
Total number of employees (Persons)	597	655	662

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	286,458,482.00	334,990,998.00	338,858,180.00

• Employee development and training

	2023	2024	2025
Employee development and training expenses (baht)	6,422,643.00	8,979,600.25	6,027,432.46

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	26	21	10

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	15.75	N/A	14.35

• **Significant labor dispute**

	2023	2024	2025
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

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : No

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, 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	4	50.00
Number of non-executive directors	4	50.00
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. NAIYUAN CHI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	4 Apr 1996	Steel, Construction Materials, Law, Marketing, Accounting

2.	Police General DUMRONGSAK KITTIPIRAPAS Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 Jan 2025	Sustainability, Law
3.	Mr. PHAIRAT VIWATBORVORNWONG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	22 Jun 2007	Steel, Construction Services, Engineering
4.	Mr. TINAKORN SEEDASOMBOON Gender: Male Age: 64 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	4 Dec 2010	Accounting, Finance
5.	Mr. PORNCHAI PHISARNANUKUNKIT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Industrial Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	26 Jul 2017	Steel, Engineering

6.	Mr. SUPOJ KAEWMANEE Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Jan 2018	Law
7.	Ms. WANNA PHOLKAEW Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	12 Nov 2018	Steel, Marketing
8.	Mr. IWAKI HIDEO Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	7 Apr 2022	Steel

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

General information	Position	Tenure	Replacement Director
1. General TITIWAT KAMLANG-EK Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 22 Jan 2016 Date directorship ended: 31 Oct 2025	No replacement director

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 : Yes

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. Mr. TINAKORN SEEDASOMBOON [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	7 Nov 2025	Accounting, Finance
2. Mr. SUPOJ KAEWMANEE Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Jan 2018	Law
3. Police General DUMRONGSAK KITTIPRAPAS Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 Jan 2025	Sustainability, Law

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

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

General information	Position	Tenure	Replacement Director
1. General TITIWAT KAMLANG-EK Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 27 Jan 2018 Date directorship ended: 31 Oct 2025	No replacement director

[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. Ms. WANNA PHOLKAEW Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	17 Aug 2021
2. Mr. PORNCHAI PHISARNANUKUNKIT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Industrial Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Aug 2021

3.	Mr. PHAIRAT VIWATBORVORNWONG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Aug 2021
4.	Ms. Mattawan Srisagda Gender: Female Age: 50 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Aug 2021
5.	Mr. Yashiyasu Kagehiro Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Member of the executive committee	8 May 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
(3) Nomination and Remuneration Committee	Mr. TINAKORN SEEDASOMBOON Mr. SUPOJ KAEWMANEE Police General DUMRONGSAK KITTIPRAPAS	Member Member Chairman
Risk Management Committee	Mr. TINAKORN SEEDASOMBOON Mr. SUPOJ KAEWMANEE Ms. WANNA PHOLKAEW Mr. PHAIRAT VIWATBORVORNWONG Police General DUMRONGSAK KITTIPRAPAS	Member Member Member Member Chairman

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: (3) Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: (3) Nomination and Remuneration Committee
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. Ms. WANNA PHOLKAEW Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Management	Managing Director	13 Aug 2021	Steel, Marketing
2. Ms. Mattawan Srisagda [1] Gender: Female Age: 50 years old Highest level of education: Bachelor's degree Major: Finance	Deputy Managing Director of Accounting and Financial	20 Aug 2026	Accounting, Finance
3. Mr. PORNCHEI PHISARNANUKUNKIT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Industrial Business Administration	Deputy Managing Director of Factory & Production	20 Aug 2026	Steel, Engineering
4. Mr. PHAIRAT VIWATBORVORNWONG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Deputy Managing Director of Estimate and Planning	20 Aug 2026	Steel, Construction Services, Engineering
5. Mr. NAIYUAN CHI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering	Senior Advisor	1 Sep 2022	Steel, Construction Materials, Law, Marketing, Accounting

[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)	: 509
Number of female employees (persons)	: 153
Total number of employees (persons)	: 662

Employee Remuneration

Total employee remuneration	: 338,858,180.00
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Provident fund

Total number of employees (persons)	: 662
Number of employees contributing to the PVD (persons)	: 531
Percentage of employees who are members (%)	: 80.21

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. PHAIRAT VIWATBORVORNWONG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 22 Jun 2007	Steel, Construction Services, Engineering
2. Mr. PORNCHAI PHISARNANUKUNKIT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Industrial Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 26 Jul 2017	Steel, Engineering
3. Ms. WANNA PHOLKAEW Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 12 Nov 2018	Steel, Marketing

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Police General DUMRONGSAK KITTIPRAPAS Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Jan 2025	Sustainability, Law

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NAIYUAN CHI	Chairman of the board	Non-participating
Police General DUMRONGSAK KITTIPRAPAS	Vice Chairman	Participating
Mr. PHAIRAT VIWATBORVORNWONG	Director	Non-participating
Mr. TINAKORN SEEDASOMBOON	Director	Non-participating
Mr. PORNCCHAI PHISARNANUKUNKIT	Director	Non-participating
Mr. SUPOJ KAEWMANEE	Director	Non-participating
Ms. WANNA PHOLKAEW	Director	Non-participating
Mr. IWAKI HIDEO	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 10 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NAIYUAN CHI (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Police General DUMRONGSAK KITTIPRAPAS (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mr. PHAIRAT VIWATBORVORNWONG (Director)	-	7/7	Participating	Did not hold the meeting
4.	Mr. TINAKORN SEEDASOMBOON (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. PORNCHAI PHISARNANUKUNKIT (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. SUPOJ KAEWMANEE (Director)	-	7/7	Participating	Did not hold the meeting
7.	Ms. WANNA PHOLKAEW (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. IWAKI HIDEO (Director)	-	3/7	Participating	Did not hold the meeting
9.	General TITIWAT KAMLANG-EK (Director)	31 Oct 2025	5/7	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. NAIYUAN CHI (Chairman of the board)	-	N/A	N/A	Yes
2.	Police General DUMRONGSAK KITTIPRAPAS (Vice Chairman)	-	N/A	N/A	Yes
3.	Mr. PHAIRAT VIWATBORVORNWONG (Director)	-	N/A	N/A	Yes
4.	Mr. TINAKORN SEEDASOMBOON (Director)	-	N/A	N/A	Yes
5.	Mr. PORNCHAI PHISARNANUKUNKIT (Director)	-	N/A	N/A	Yes

6.	Mr. SUPOJ KAEWMANEE (Director)	-	N/A	N/A	Yes
7.	Ms. WANNA PHOLKAEW (Director)	-	N/A	N/A	Yes
8.	Mr. IWAKI HIDEO (Director)	-	N/A	N/A	N/A
9.	General TITIWAT KAMLANG-EK (Director)	31 Oct 2025	N/A	N/A	Yes

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) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. TINAKORN SEEDASOMBOON (Chairman of the audit committee)	-	4/4
2.	Mr. SUPOJ KAEWMANEE (Audit committee)	-	4/4
3.	Police General DUMRONGSAK KITTIPRAPAS (Audit committee)	-	4/4
4.	General TITIWAT KAMLANG-EK (Chairman of the audit committee)	31 Oct 2025	3/3