



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2023



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	25

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 : Rasa Tower 2, 20/F, 555 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) : 0-2937-1223-4

Website : www.tatasteelthailand.com

Email : csso@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*

	2021	2022	2023
Total (Thousand baht)	22,115,557.00	32,627,761.00	30,747,664.00
Rebars (Thousand baht)	13,844,196.00	17,168,015.00	18,282,073.00
Wire Rods (Thousand baht)	7,384,399.00	13,509,615.00	11,399,420.00
Small Sections (Thousand baht)	609,880.00	621,057.00	622,650.00
Other Products (Thousand baht)	178,421.00	1,291,118.00	393,784.00
Other income (Thousand baht)	98,661.00	37,956.00	49,737.00

	2021	2022	2023
Total (%)	100.00	100.00	100.00
Rebars (%)	62.60	52.62	59.46
Wire Rods (%)	33.39	41.41	37.07
Small Sections (%)	2.76	1.90	2.03
Other Products (%)	0.81	3.96	1.28
Other income (%)	0.45	0.12	0.16

By Geographical Area or Market*

	2021	2022	2023
Total (Thousand baht)	22,115,557.00	32,627,761.00	30,747,664.00
Domestic (Thousand baht)	20,791,080.00	29,535,846.00	26,149,017.00
International (Thousand baht)	1,324,477.00	3,091,915.00	4,598,647.00
Canada (Thousand baht)	0.00	739,834.00	2,004,112.00

India (Thousand baht)	396,551.00	196,215.00	1,250,855.00
Laos (Thousand baht)	461,969.00	340,629.00	314,743.00
Vietnam (Thousand baht)	4,852.00	56,720.00	298,273.00
Malaysia (Thousand baht)	23,151.00	75,339.00	260,395.00
Indonesia (Thousand baht)	210,806.00	610,441.00	216,981.00
China (Thousand baht)	0.00	405,233.00	0.00
Philippines (Thousand baht)	0.00	338,300.00	0.00
Other countries (Thousand baht)	227,148.00	329,204.00	253,288.00

	2021	2022	2023
Total (%)	100.00	100.00	100.00
Domestic (%)	94.01	90.52	85.04
International (%)	5.99	9.48	14.96
Canada (%)	0.00	23.93	43.58
India (%)	29.94	6.35	27.20
Laos (%)	34.88	11.02	6.84
Vietnam (%)	0.37	1.83	6.49
Malaysia (%)	1.75	2.44	5.66
Indonesia (%)	15.92	19.74	4.72
China (%)	0.00	13.11	0.00
Philippines (%)	0.00	10.94	0.00
Other countries (%)	17.15	10.65	5.51

*Excluding the profit margins in the associated companies

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)	2021	2022	2023
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)

Risk related to non-compliance to regulatory requirements (EIA)

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

Risks related to climate change bring about the implementation of CO2 emission regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

Operational Risk

- Impact on the environment

Risk related to rising energy prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

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://www.tatasteelthailand.com/wp-content/uploads/2022/05/Sustainability-Policy-2018-th-en.pdf>

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/2023/06/TSTH-Environment-Policy-2023.pdf>

Company environmental guideline : Electricity Management, Fuel 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

• Fuel consumption

	2021	2022	2023
Fuel oil (liters)	8,963,142.00	9,358,851.00	8,687,241.00
Natural gas (Standard cubic feet)	1,621,478,087.67	1,708,023,293.45	1,596,169,666.90
LPG (Kilogram)	10,236.00	7,239.00	7,656.00
Coal (tonnes)	23,343.74	25,224.38	22,056.12

• Electricity consumption

	2021	2022	2023
--	------	------	------

Amount of electricity purchased (kWh)	771,537,117.86	899,567,691.45	801,698,579.02
---------------------------------------	----------------	----------------	----------------

Water management

• Water consumption

	2021	2022	2023
Water consumption (cubic meters)	604,130.00	547,438.00	488,863.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (kg)	204,196.52	245,161.99	234,302.24
Hazardous waste (kg)	17,386.57	20,709.98	19,751.81
Total (kg)	221,583.09	265,871.97	254,054.05

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
GHG emission target	724,550.76	822,334.59	678,816.75
Scope 1 (Tons of carbon dioxide equivalents)	211,608.00	227,126.00	202,476.00
Scope 2 (Tons of carbon dioxide equivalents)	384,852.00	450,327.00	402,174.00
Scope 3 (Tons of carbon dioxide equivalents)	95,736.00	114,222.00	88,256.00
Total (Tons of carbon dioxide equivalents)	692,196.00	791,675.00	692,906.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau Veritas

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.tatasteelthailand.com/wp-content/uploads/2021/05/Human-Rights-Policy.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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

	2021	2022	2023
Number of male employees (persons)	911	904	894
Number of female employees (persons)	190	188	192
Total (persons)	1,101	1,092	1,086

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	938,360,433.36	1,116,496,162.72	931,850,134.44

• Employee development and training

	2021	2022	2023
Average training hours of employees (hour / person / year)	5	7	7
Employee development and training expenses (baht)	7,519,608.11	7,320,258.44	9,246,206.36

• Health, safety and work environment

	2021	2022	2023
Number of employee work injuries leading to employee absence (times)	0	0	0

• Significant labor dispute

	2021	2022	2023
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://www.tatasteelthailand.com/wp-content/uploads/2023/03/%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_23032023.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	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. ASHISH ANUPAM Gender: Male Age: 55 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: Re-elected as director	30 Jan 2018	Engineering, Steel, Leadership, Governance/ Compliance, Strategic Management, Commerce, Corporate Management, Corporate Social Responsibility, Sustainability

2.	Mr. ALAN KAM Gender: Male Age: 67 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	8 Jul 2017	Finance, Leadership, Audit, Risk Management, Governance/ Compliance, Commerce, Accounting, Corporate Management
3.	Ms. ANUTTARA PANPOTHONG Gender: Female Age: 51 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, Leadership, Risk Management, Audit, Governance/ Compliance, Fashion, Commerce, Corporate Management, Change Management
4.	Mr. THAEVAN UTHAIVATH Gender: Male Age: 63 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: Newly appointed director to replace ex-director	27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Leadership, Audit, Risk Management, Commerce, Corporate Management, Governance/ Compliance
5.	Mr. TARATORN PREMSONTORN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	29 Jul 2002	Banking, Finance, Leadership, Governance/ Compliance, Economics, Commerce, Corporate Management

6.	Mr. SANJIB NANDA Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Re-elected as director	18 Oct 2021	Steel, Accounting, Leadership, Strategic Management, Commerce, Finance, Corporate Management
7.	Mr. RAJIV MANGAL Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Original director	1 Dec 2013	Steel, Sustainability, Engineering, Leadership, Corporate Social Responsibility, Commerce, Marketing, Corporate Management, Risk Management
8.	Mr. TARUN KUMAR DAGA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	15 Dec 2022	Steel, Corporate Social Responsibility, Sustainability, Engineering, Strategic Management, Leadership, Commerce, Corporate Management

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

General information	Position	Tenure	Replacement Director
1. Mr. PEEYUSH GUPTA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Executive)	Date position was assumed: 23 Oct 2011 Date directorship ended: 15 Dec 2022	Mr. TARUN KUMAR DAGA Date position was assumed: 15 Dec 2022

2.	Mr. HATASAKDI NA POMBEJRA	Director	Date position was assumed:	Mr. THAEVAN UTHAIVATH
	Gender: Male	(Non-executive,		Date position was assumed:
	Age: 66 years old	Independent director)	28 Mar 2013	27 Dec 2022
	Highest level of education:		Date directorship ended:	
	Master's degree		8 Oct 2022	
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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. ALAN KAM [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	8 Jul 2017	Finance, Leadership, Audit, Risk Management, Governance/ Compliance, Commerce, Accounting, Corporate Management
2. Ms. ANUTTARA PANPOTHONG [1] Gender: Female Age: 51 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	20 Mar 2018	Finance, Human Resource Management, Leadership, Risk Management, Audit, Governance/ Compliance, Fashion, Commerce, Corporate Management, Change Management
3. Mr. THAEVAN UTHAIVATH [1] Gender: Male Age: 63 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: Newly appointed director to replace ex-director	27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Leadership, Audit, Risk Management, Commerce, Corporate Management, Governance/ Compliance

[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. Mr. HATASAKDI NA POMBEJRA Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 28 Mar 2013 Date directorship ended: 8 Oct 2022	Mr. THAEVAN UTHAIVATH Date position was assumed: 27 Dec 2022

[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: 55 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. SANJIB NANDA Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Member of the executive committee	18 Oct 2021

3.	Mr. RAJIV MANGAL 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	1 Dec 2013
4.	Mr. TARUN KUMAR DAGA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	15 Dec 2022

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

General information	Position	Tenure	Replacement Director
1. Mr. PEEYUSH GUPTA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 23 Oct 2011 Date directorship ended: 15 Dec 2022	Mr. TARUN KUMAR DAGA Date position was assumed: 15 Dec 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit & Risk Review Committee	Mr. ALAN KAM Ms. ANUTTARA PANPOTHONG Mr. THAEVAN UTHAIVATH	Chairman Member Member

Corporate Governance, Nomination & Remuneration Committee	Ms. ANUTTARA PANPOTHONG	Chairman
	Mr. ASHISH ANUPAM	Member
	Mr. ALAN KAM	Member
	Mr. TARATORN PREMSOONTORN	Member
Corporate Social Responsibility & Sustainability Committee	Mr. THAEVAN UTHAIVATH	Chairman
	Mr. RAJIV MANGAL	Member
	Mr. TARUN KUMAR DAGA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Audit & Risk Review Committee
Sub-committees responsible for nomination	: Corporate Governance, Nomination & Remuneration Committee
Sub-committees responsible for remuneration	: Corporate Governance, Nomination & Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance, Nomination & Remuneration Committee
Sub-committees responsible for corporate sustainability development	: Corporate Social Responsibility & Sustainability Committee

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. TARUN KUMAR DAGA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	President & CEO	1 Jan 2023	Steel, Corporate Social Responsibility, Sustainability, Engineering, Strategic Management, Leadership, Commerce, Corporate Management
2. Mr. JAYANTA CHAKRABORTY [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Accounting	Vice President – Finance & Chief Financial Officer	15 Sep 2016	Steel, Commerce, Accounting, Finance, Leadership, Budgeting, Risk Management, Corporate Management, Strategic Management, Audit, Governance/ Compliance
3. Mr. CHAICHALERM BUNYANUWAT Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President – Marketing & Sales	31 Jul 2012	Marketing, Engineering, Leadership, Brand Management, Steel, Commerce, Digital Marketing, Corporate Management, Strategic Management
4. Mr. AMIT KHANNA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Science	Vice President – Business Excellence & Shared Services	1 Apr 2015	Steel, Data Management, Data Analysis, Engineering, Leadership, Commerce, Strategic Management, Corporate Management
5. Mr. PORNCHEI TANGWORRAKULCHAI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President – NTS Plant	1 Apr 2016	Steel, Engineering, Leadership, Commerce, Corporate Management, Strategic Management

6.	Mr. RUNGROTH LERT-A-ROM Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	Vice President - SISCO Plant	1 Jun 2016	Steel, Engineering, Leadership, Commerce, Corporate Management, Strategic Management
7.	Mr. SAKCHAI LOYFAKHAJOHN Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President - SCSC Plant	1 May 2020	Steel, Engineering, Leadership, Commerce, Corporate Management, Strategic Management
8.	Mr. WICHAN WANNA Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President - Procurement	1 Jan 2023	Steel, Procurement, Engineering, Leadership, Commerce, Corporate Management, Strategic Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	64,563,446.00	80,245,894.00	63,031,394.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 894

Number of female employees (persons) : 192

Total (persons) : 1,086

Employee Remuneration

Total employee remuneration : 931,850,134.44

Provident fund

Total number of employees (persons) : 1,086

Number of employees contributing to the PVD (persons) : 1,015

Percentage of employees who are members (%) : 93.46

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. SAMAPORN SUEBPONG	samaporns@tatasteelthailand.com	0-2937-1000 # 3140

- Company secretary

General information	Email	Telephone
1. Ms. SOMJAI JARUKITCHAROON	somjaij@tatasteelthailand.com	0-2937-1000 # 3210

- Head of internal audit

General information	Email	Telephone
1. Ms. SUTIDA KANCHAN	sutidak@tatasteelthailand.com	0-2937-1000 # 1580

- Head of compliance unit

General information	Email	Telephone
1. Mr. APICHART LIKHITPRASERT	apichartl@tatasteelthailand.com	0-2937-1000 # 3190

• Head of investor relations

General information	Email	Telephone
1. Ms. SOMJAI JARUKITCHAROON	somjaij@tatasteelthailand.com	0-2937-1000 # 3210

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Ms. VARAPORN VORATHITIKUL Email: - Telephone: 0-2844-1000</p> <p>2. Mr. VICHIE KHINGMONTRI Email: - Telephone: 0-2844-1000</p> <p>3. Mr. CHAISIRI RUANGRITTHAI Email: - Telephone: 0-2844-1000</p>	3,862,000.00	<p>Details: Consolidated reporting packages under group reporting policy and travelling, per diem, lodging etc. Total service fee (baht): 1,192,000.00</p>

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. ASHISH ANUPAM Gender: Male Age: 55 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: Re-elected as director	Date position was assumed: 30 Jan 2018	Engineering, Steel, Leadership, Governance/ Compliance, Strategic Management, Commerce, Corporate Management, Corporate Social Responsibility, Sustainability
2. Mr. TARATORN PREMSOONTORN Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 29 Jul 2002	Banking, Finance, Leadership, Governance/ Compliance, Economics, Commerce, Corporate Management
3. Mr. SANJIB NANDA Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Re-elected as director	Date position was assumed: 18 Oct 2021	Steel, Accounting, Leadership, Strategic Management, Commerce, Finance, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THAEVAN UTHAIVATH Gender: Male Age: 63 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: Newly appointed director to replace ex-director	Date position was assumed: 27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Leadership, Audit, Risk Management, Commerce, Corporate Management, Governance/ Compliance
2. Mr. TARUN KUMAR DAGA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Dec 2022	Steel, Corporate Social Responsibility, Sustainability, Engineering, Strategic Management, Leadership, Commerce, Corporate Management

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. ALAN KAM	Director	Non-participating
Ms. ANUTTARA PANPOTHONG	Director	Non-participating
Mr. THAEVAN UTHAIVATH	Director	Participating
Mr. TARATORN PREMSOONTORN	Director	Non-participating
Mr. SANJIB NANDA	Director	Participating
Mr. RAJIV MANGAL	Director	Participating
Mr. TARUN KUMAR DAGA	Director	Non-participating
Mr. PEEYUSH GUPTA	Director	Non-participating

Mr. HATASAKDI NA POMBEJRA	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) : 7

Date of AGM meeting : 21 Jul 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. ASHISH ANUPAM (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2. Mr. ALAN KAM (Director)	-	6/7	Non-participating	Did not hold the meeting
3. Ms. ANUTTARA PANPOTHONG (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. THAEVAN UTHAIVATH (Director)	-	2/2	Non-participating	Did not hold the meeting
5. Mr. TARATORN PREMSONTORN (Director)	-	7/7	Participating	Did not hold the meeting
6. Mr. SANJIB NANDA (Director)	-	7/7	Participating	Did not hold the meeting
7. Mr. RAJIV MANGAL (Director)	-	7/7	Participating	Did not hold the meeting

8.	Mr. TARUN KUMAR DAGA (Director)	-	3/3	Non-participating	Did not hold the meeting
9.	Mr. PEEYUSH GUPTA (Director)	15 Dec 2022	4/4	Participating	Did not hold the meeting
10.	Mr. HATASAKDI NA POMBEJRA (Director)	8 Oct 2022	2/2	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. ALAN KAM (Director)	-	1,087,500.00	0.00	No
3.	Ms. ANUTTARA PANPOTHONG (Director)	-	1,149,000.00	0.00	No
4.	Mr. THAEVAN UTHAIVATH (Director)	-	302,042.00	0.00	No
5.	Mr. TARATORN PREMSONTORN (Director)	-	846,000.00	0.00	No
6.	Mr. SANJIB NANDA (Director)	-	0.00	0.00	No
7.	Mr. RAJIV MANGAL (Director)	-	0.00	0.00	No
8.	Mr. TARUN KUMAR DAGA (Director)	-	0.00	0.00	No
9.	Mr. PEEYUSH GUPTA (Director)	15 Dec 2022	0.00	0.00	No
10.	Mr. HATASAKDI NA POMBEJRA (Director)	8 Oct 2022	513,008.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. ALAN KAM (Chairman of the audit committee)	-	4/4
2.	Ms. ANUTTARA PANPOTHONG (Audit committee)	-	4/4
3.	Mr. THAEVAN UTHAIVATH (Audit committee)	-	1/1
4.	Mr. HATASAKDI NA POMBEJRA (Audit committee)	8 Oct 2022	2/2