TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

NOTICE OF THE 25th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Friday, July 17, 2026, 10:00 HRS.

THROUGH ELECTRONICS MEETING METHOD (e-AGM)

The Company would like to conduct the 25th Annual General Meeting of Shareholders 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. At the Q&A session, a live mode will be opened to allow shareholders to ask questions in real time during the broadcast.

Shareholders may like to give proxy to the Independent Director to join the e-AGM on their behalf in case any shareholder wishes not to join the AGM through Electronic Meeting method.

Furthermore, the Company provides channel for submitting written questions in advance and requests the Shareholders to kindly submit relevant questions within July 15, 2026 via registered mail to "Corporate Secretary Office" 555 Rasa One (Building B), 20th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900 or email to somjaij@tatasteelthailand.com. Related questions to the Company's business will be considered and answered in the meeting and will be disclosed on the Company website.

(Details available in the Notice of the 25th Annual General Meeting of Shareholders)

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Accompanying Documents for the AGM 2026		
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2	Integrated Annual Report (Form 56-1 One Report) 2025-26 in QR Code ***(Attachment to agenda 3 and 6)***	**19**
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For further information, please contact:	
	Somjai Jarukitcharoon Corporate Secretary Office, Tata Steel (Thailand) Public Company Limited 555 Rasa One (Builind B), 20th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900 Tel. 66 (2) 937-1000 Ext. 3210 Fax. 66 (2) 937-1223 Email address: somjaij@tatasteelthailand.com

June 19, 2026

Subject: **Invitation to attend the 25th Annual General Meeting of Shareholders through Electronic Meeting method (e-AGM)**

To: **The Shareholders**
Tata Steel (Thailand) Public Company Limited

The Board of Directors of Tata Steel (Thailand) Public Company Limited, in its meeting held on April 28, 2026, had passed a resolution to convene the 25th Annual General Meeting of Shareholders on Friday, July 17, 2026, at 10:00 hours.

The Company would like to conduct the 25th Annual General Meeting of Shareholders 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. The Board of Directors has resolved to determine the names of shareholders who have right to attend the 25th Annual General Meeting of Shareholders as on Friday, May 22, 2026.

The Company would like to invite all shareholders to join the meeting at date and times specified. Related document concerning to the e-AGM registration process is enclosed.

The Annual General Meeting of Shareholders will be held **through Electronic Meeting method**, to consider the matters in according with the following agenda:

Agenda 1 **To consider and adopt the Minutes of the 24th Annual General Meeting of Shareholders dated July 17, 2025**

Objective and Reason:
The 24th Annual General Meeting of Shareholders was held on July 17, 2025. The minutes of the meeting was recorded accordingly and submitted to the Stock Exchange of Thailand and the Ministry of Commerce within the timeframe as prescribed by law. It was also disclosed on the TSTH's website (www.tatasteelthailand.com).

Board of Directors' opinion:
It is considered appropriate for the Meeting of Shareholders to adopt the minutes of the 24th Annual General Meeting of Shareholders held on July 17, 2025, which the Board of Directors has deemed to be properly recorded, ***a copy of minutes as accompanying document no. 1.***

Voting:
The resolution for this agenda requires the majority of votes of shareholders and proxy holders who attend the meeting and cast their votes.

Agenda 2 **To acknowledge the report on the Company's operational results for the financial year 2025-26, ended March 31, 2026**

Objective and Reason:
The report of the Company's operational results for the financial year 2025-26, is for acknowledgement of the shareholders at the Annual General Meeting.

Voting:
As this agenda is for acknowledgement, it does not have to be voted by the shareholders.

Agenda 3 **To consider and approve the Financial Statements for the financial year 2025-26, ended March 31, 2026**

Objective and Reason:
The Articles of Association of the Company, Clause 40, specifies that the Annual Ordinary General Meeting of Shareholders shall approve the financial statements at the end of the financial year.

Board of Directors' opinion:
It is considered appropriate for the Meeting of Shareholders to approve the financial statements for the financial year 2025-26, ended March 31,2026 which has been audited by the Certified Public Accountant, reviewed by the Audit & Risk Review Committee, and approved by the Board of Directors. ***Details are available in the QR Code.***

Voting
The resolution for this agenda requires the majority of votes of shareholders and proxy holders who attend the meeting and cast their votes.

Agenda 4 To consider and approve the appropriation of profits for the financial year 2025-26 and the dividend payment

Objective and Reason:

- The Public Limited Company Act B.E. 2535, section 116 and Articles of Association of Tata Steel (Thailand) Public Company Limited ("TSTH"), clause 46, specified that "The Company shall allocate not less than five percent (5%) of its annual net profit less the accumulated losses brought forward (if any) to a reserve fund until this fund attains an amount not less than 10 % of the registered capital."

- According to the dividend policy of the Company, dividend payment to the shareholders to be done from net profit after tax after deduction of legal reserve and considering the relevant factors which shall not cause significant effects to the Company's business operation. Factors such as the operational performance, financial status, solvency, business expansion, obligations to complete the debts service according to the Company's loan agreements including any other factors relevant to the business operation of the Company to be considered in this regard. The consideration shall be consistent with the concept of maximizing long-term benefit for the shareholders.

- The consolidated financial statement of TSTH, for the fiscal year 2025-26, resulted in a net profit of 1,899.79 million Baht with unappropriated retained earnings of 2,468.37 million Baht as at 31st March, 2026. The operation from separate financial statement resulted in a net profit of 299.18 million Baht with unappropriated retained earnings of 1,204.10 million Baht as at 31st March, 2026.

Board of Directors' opinion:
Shareholders are recommended to approve the allocation of the profit for the year 2025-26, ended March 31, 2026, of 14.96 million Baht as legal reserve. The accumulated balance in the reserve fund after the transfer in the current financial year will be 405.67 million Baht, representing 4.82% of the registered capital.

After considering the relevant factors to the Company's operation as per the dividend policy of TSTH, the future requirements, the market volatility and challenges in Thailand and in accordance with the Public Limited Company Act B.E. 2535 (section 115) and Articles of Association (clause 46), the shareholders are recommend to approve dividend payment for the financial year 2025-26 (April 1, 2025 – March 31, 2026) at Baht 0.03 per share (the Record Date being Friday, May 22, 2026) and that dividend payment to be made within 30 days of shareholders' approval. In terms of dividend payout, the amount would be 252.65 million Baht.

Voting:
The resolution for this agenda requires the majority vote of the shareholders and proxy holders who attend the meeting and cast their votes.

Agenda 5 To consider and approve the re-election of Directors who retire by rotation

Objective and Reason:

- The Articles of Association of the Company, Clause 19, specifies that one-third (or closest to one-third) of the Directors shall retire from the office by rotation at the Annual General Meeting of Shareholders and may be re-elected to serve as Directors. For the 25th Annual General Meeting of Shareholders, three Directors are retiring this year, namely:

1.	Mr. Thaevan Uthaivath	Independent Director Chairman of the CSR & Sustainability Committee Member of the Audit and Risk Review Committee
2.	Mr. Anurag Pandey	Director Member of the Executive Committee, Member of the CSR & Sustainability Committee President and Chief Executive Officer
3.	Mr. Sanjay Kumar Shrivastav	Director Vice President- Finance and Chief Financial Officer

- In the process of nominating the Directors, the Corporate Governance, Nomination & Remuneration Committee has duly considered the selection guidelines and criteria as approved by the Company's Board of Directors and the requirements of the Corporate Governance. Details are stated in accompanying documents No. 3 delivered to Shareholders together with this Notice**.** It is agreed that Mr. Thaevan Uthaivath, Mr. Anurag Pandey, and Mr. Sanjay Kumar Shrivastav, are qualified, knowledgeable and have expertise in steel industry and other wide array of related fields. Other qualifications comprise leadership skill, vision, and capacity to be in the duty of the Company's Director, offering independent opinion which is beneficial to the Company's operation, as well as not related to any criminal case and verdict incurred from the property/ asset misconduct, and any connected transaction triggering the conflict of interest of the Company in the previous year.
  (Guideline and Criteria for Selection of Directors as accompanying document no. 4)

Board of Directors' opinion:
The Board of Directors considered it appropriate for the Meeting of Shareholders to re-elect and appoint the above Directors, as follows:

1.	Mr. Thaevan Uthaivath	Independent Director Chairman of the CSR & Sustainability Committee Member of the Audit and Risk Review Committee
2.	Mr. Anurag Pandey	Director Member of the Executive Committee, Member of the CSR & Sustainability Committee President and Chief Executive Officer
3.	Mr. Sanjay Kumar Shrivastav	Director Vice President- Finance and Chief Financial Officer

(Curricula Vitae of the Directors who are proposed for re-election on retirement by rotation / appointment as accompanying document no. 3)

Voting:
The resolution for this agenda requires the majority of votes of shareholders and proxy holders who attend the meeting and cast their votes.

Agenda 6 To consider and approve the remuneration of Directors for the financial year 2026-27

Objective and Reason:
- The Articles of Association of the Company, clause 25, specifies that Directors are entitled to receive remuneration from the Company as approved by the shareholders' meeting.

- According to the Corporate Governance, Nomination & Remuneration Committee has considered the remuneration of the Directors and Members of Committees in accordance with the criteria, the assigned duties and responsibilities, the parity of the remuneration with other listed companies in the same industry, including the operating performance and other factors which may affect the Company.

- The last increase in remuneration was done in 2023. Considering the Company's improved operating performance and the Directors' valuable contributions and guidance during a dynamic and challenging period, it is proposed that the remuneration be increased by approximately 5%.

Board of Directors' opinion:
The Board of Directors deems it appropriate to propose the shareholders' meeting to consider and approve the remuneration for the Board of Directors and Committees for the financial year 2026-27 (April 1, 2026 – March 31, 2027). The remuneration can be separated into the fixed remuneration and meeting allowance for the attendance as set out below, until the shareholder meeting determines otherwise.

		Proposed for this year (FY2026 – 27)		Previous year (FY2025 – 26)	
		Fixed (Baht/Year)	Meeting Allowance (Baht/Time)	Fixed (Baht/Year)	Meeting Allowance (Baht/Time)
Board of Directors	Chairman	760,500	50,500	724,500	48,500
	Member	570,500	25,200	543,500	24,000
Audit & Risk Review Committee	Chairman	205,000	18,500	193,500	18,000
	Member	139,500	12,500	133,000	12,000
Executive Committee	Chairman	-	18,500	-	18,000
	Member	-	12,500	-	12,000
Corporate Governance, Nomination & Remuneration Committee	Chairman	181,000	18,500	172,500	18,000
	Member	90,500	12,500	86,500	12,000
Corporate Social Responsibility & Sustainability Committee	Chairman	181,000	18,500	172,500	18,000
	Member	90,500	12,500	86,500	12,000

Remarks: *No other compensation is paid to the Directors (Same as previous year), except only the details mentioned in the above table. The Directors who are current employees of Tata Steel Limited or its subsidiaries do not receive any meeting allowance or other remuneration as Director.*

Voting:
The resolution for this agenda requires not less than two-thirds of the total number of votes of the shareholders and proxy holders attending the meeting and cast their votes.

Agenda 7 To consider and appoint the auditors and fix the audit fee for the year 2026-27

Objective and Reason:

- The Articles of Association of the Company, clause 40, specifies that the Annual Ordinary General Meeting of Shareholders shall consider and appoint auditors and fix the audit fee every year. In appointing the auditor, the former auditor may be re-appointed. In accordance with the Notification of the Securities and Exchange Commission (SEC), the engagement partner of the auditors of a listed company must be rotated after 7 cumulative years of service (regardless of consecutiveness) and must serve a cooling-off period for 5 consecutive years.

- The Board of Directors, in its meeting held on May 23, 2017, had appointed PricewaterhouseCoopers ABAS Ltd. (PwC) as the statutory auditors of Tata Steel (Thailand) Public Company Limited and its subsidiary. As per the practice, with a view to have synergy in fee fixation across the Group, the fee payable in respect of Tata Steel Group affiliates wherever PwC are the auditors, is discussed and negotiated centrally.

- Based on the above process, the shareholders of TSTH in the AGM held on July 18, 2024, approved the revision of the audit fee for Tata Steel (Thailand) Public Company Limited and its subsidiary for FY2023-24 to THB 5,568,500. It had further been agreed that the audit fee for FY2024-25 and FY2025-26 shall only increase towards wage inflation as per a benchmark to be decided at the Tata Steel Group level.

- The revision discussion between Tata Steel India and PwC India are currently in progress. In line with the past practice, it is proposed to maintain the audit fees at the current level till the decision on audit fee revision is finalized at Tata Steel Group level post which the Company will seek necessary approval for the revise fee for FY2026-27.

Board of Directors' opinion:
The Board of Directors deems it appropriate to propose the shareholders' meeting, as considered by the Audit & Risk Review Committee, as following:

- Appointment of the Auditors of the Company for the financial year of 2026-27 from April 1, 2026 and ending on March 31, 2027;
    - Ms. Sukhumaporn Wong-ariyaporn (Certified Public Accountant No. 4843) or
    - Mr. Krit Chatchavalwong (Certified Public Accountant No. 5016) or
    - Ms. Sanicha Akarakittilap (Certified Public Accountant No. 8470)

  of PricewaterhouseCoopers ABAS Ltd. any one of them being authorized to conduct the audit and express an opinion on the financial statements of the Company. In the absence of the above-named auditors, PricewaterhouseCoopers ABAS Ltd. is authorized to identify one other Certified Public Accountant within PricewaterhouseCoopers ABAS Ltd. to carry out the work.

- Determination of the audit and quarterly review fee for the Company and its subsidiary for the year 2026-27 at the amount of Baht 5,568,500.

Audit Fee	**Proposed for period 2026-27**	**Existing Audit Fees 2023-24**
TSTH	Baht 2,129,830	Baht 2,129,830
TSMT	Baht 2,311,500	Baht 2,311,500
Total Audit Fee	**Baht 4,441,330**	**Baht 4,441,330**
Consolidated reporting packages under group reporting policy	Baht 1,127,170	Baht 1,127,170
Total	**Baht 5,568,500**	**Baht 5,568,500**

***Remark**: For the period of April 2025 - March 2026, the Company and its subsidiaries paid travelling, per diem, lodging etc. of Baht 293,000 (Baht 380,000 in previous year) to its auditor, the audit firm affiliated with the auditor, individuals or business entities related to the auditor and its affiliated audit firm.*

Voting:
The resolution for this agenda requires the majority vote of the shareholders and proxy holders who attend the meeting and cast their votes.

Agenda 8 Other businesses (if any)

Yours sincerely,
By Order of the Board of Directors

Ms. Somjai Jarukitcharoon
Company Secretary

Tata Steel (Thailand) Public Company Limited
Tel. 0-2937-1000 ext. 3210
Fax. 0-2937-1223

MINUTES of the 24th Annual General Meeting of Shareholders for the year 2025
through Electronics Meeting Method (e-AGM)
Tata Steel (Thailand) Public Company Limited, Bangkok
on Thursday, July 17, 2025, at 09:00 hours

<u>Present</u>:

<u>Director</u>: *(No.6 Attended via Video Conference*)

1.	Mr. Ashish Anupam	Chairman of the Board of Directors, Chairman of the Executive Committee, Member of the Corporate Governance, Nomination and Remuneration Committee
2.	Ms. Anuttara Panpothong	Independent Director, Chairperson of the Audit and Risk Review Committee Member of the Corporate Governance, Nomination and Remuneration Committee
3.	Mr. Thaevan Uthaivath	Independent Director, Chairman of the Corporate Social Responsibility and Sustainability Committee Member of the Audit and Risk Review Committee
4.	Mr. Taratorn Premsoontorn	Independent Director, Chairman of the Corporate Governance, Nomination and Remuneration Committee Member of the Audit and Risk Review Committee
5.	Mr. Rajiv Mangal	Director, Member of the Executive Committee, Member of the Corporate Social Responsibility and Sustainability Committee
6.	Mr. Sandeep Bhattacharya	Director, Member of the Executive Committee,
7.	Mr. Tarun Kumar Daga	Director, Member of the Executive Committee, Member of the Corporate Social Responsibility and Sustainability Committee, President and CEO
8.	Mr. Sanjay Kumar Shrivastav	Director, Vice President – Finance & CFO

<u>Secretary:</u>

1.	Ms. Somjai Jarukitcharoon	Company Secretary

Tata Steel (Thailand) Public Company Limited

Management: *(No. 2-5 Attended via Video Conference)*

1.	Mr. Chaichalerm Bunyanuwat	Vice President - Marketing and Sales
2.	Mr. Amit Khanna	Vice President - Business Excellence and Shared Services
3.	Mr. Pornchai Tangworrakulchai	Vice President – NTS Plant
4.	Mr. Sakchai Loyfakhajohn	Vice President - SCSC Plant
5.	Mr. Wichan Wanna	Vice President - Procurement

Auditor of the Company: *(No. 1-2 Attended via Video Conference)*

1.	Ms. Sukumaporn Wong-Ariyaporn	Audit Partner, Certified Public Account No. 4843 From PricewaterhouseCoopers ABAS Ltd.
2.	Ms. Napaporn Muenkrai	Audit Director, PricewaterhouseCoopers ABAS Ltd.

Invitee: *(No. 2-3 Attended via Video Conference)*

1.	Mr. Apichart Likhitprasert	Department Manager - Legal Services and Regulatory Affairs
2.	Ms. Samaporn Suebpong	Senior Financial Controller, Corporate
3.	Ms. Kanjana Kulanunyapisit	Senior Financial Controller, Strategic Finance and Cost Management

Independent vote counting inspector:

1.	Mr. Issared Ngoeninta	Lawyer (License number 3283/2563)

The meeting started at 09:00 hours

Mr. Ashish Anupam, Chairman, extended a warm welcome to the Shareholders and the members of the Board of Directors at the 24th Annual General Meeting of Shareholders for the year 2025.

In his opening address to the Shareholders, Chairman mentioned that the company would like to conduct the 24th Annual General Meeting of Shareholders through Electronic Meeting method (e-AGM) in accordance with the rules, procedures, and conditions as stipulated by the laws without any shareholders having to attend in person. Shareholders were informed that they may like to give proxy to any of the Independent Directors to join the e-AGM on their behalf in case any shareholder wishes not to join the AGM through Electronic Meeting method. Necessary details were provided in the invitation letter to the shareholders and disseminated via the SET Link system of the Stock Exchange of Thailand. He thanked shareholders for attending the 24th Annual General Meeting through Electronics Meeting method (e-AGM).

Chairman informed the meeting that in order to facilitate easy communication, the e-AGM would be conducted in Thai language and requested Khun Somjai Jarukitcharoon, the Company Secretary, to announce the Quorum.

Company Secretary informed the meeting that thirty-three Shareholders had registered to attend the meeting in person or by proxy. This represented 6,049,491,780 shares, an equivalent of 71.8336 percent of the 8,421,540,848 issued shares. As there were more than 25 Shareholders attending in person and by proxy, representing more than one-third (1/3) of the total issued shares, it was forming a quorum according to Clause 37 of the Company's Articles of Association.

The Chairman declared the meeting open for deliberation on various matters on the agenda.

Chairman thanked Mr. Chaichalerm Bunyanuwat Vice President - Marketing and Sales for having agreed to explain in Thai language to the shareholders all through the meeting starting from introducing the Directors, Committees, Auditors, and the Company Secretary.

Mr. Chaichalerm Bunyanuwat informed that six directors, including the Chairman, were attending the meeting in person, while one director was attending through the e-platform. In addition, the members of the company's senior management team also participated in the Annual General Meeting.

The Chairman requested the Company Secretary to explain the voting procedures for each agenda to the shareholders so that a resolution could be reached and recorded in the Minutes of the meeting accurately.

The Company Secretary informed the meeting that the Company had notified the submission of questions to the Company through Company's website on June 16, 2025, by giving the right to shareholders for sending questions to the Company in advance in the principle of Corporate Governance for listed companies regarding the equitable treatment for shareholders. The Company informed the period for exercising the right for Annual General Meeting of Shareholders for the Year 2025 to send questions during June 16 to July 15, 2025. During such period, the Company received five questions from the shareholders which would be answered under the last agenda item.

She added that the Company has assigned an independent agency that provides system services which has assessed themselves and certified with the Electronic Transactions Development Agency (ETDA) by providing E-meeting & Voting system. This does not require any special application to install. Shareholders can use their computer, laptop, tablet, or any smart phone to access the meeting. In addition, the service provider provides recording of audio and image throughout the meeting streaming in electronic form and records the electronic traffic data of all participants in the meeting as evidence according to the law.

Shareholders and proxies who identified themselves and have been confirmed by the Company, have received an email with username, password, and link to join the meeting in advance before the meeting date. The username, password, and link are valid only for this e-AGM. In addition, the service provider would provide necessary technical support for accessing the e-AGM system throughout the meeting.

For security reasons, the shareholders were requested not to share the username and password with another person. It was also informed that log-in would work only on one device at a time. In case any shareholder tries to log in from another device simultaneously, previous connection would get logged out automatically. Live broadcast of e-AGM would start streaming once the shareholder is logged in.

The Company Secretary then explained the voting process and voting menu of the e-AGM system. She informed the shareholders that the meeting was being conducted under the specific provisions pertaining to the shareholder meeting in the Articles of Association as detailed in the meeting documents, which were delivered to the shareholders in advance, together with the Notice of the meeting. Moreover, page 33-34 (In Thai language page no. 33-34) of the meeting documents also describe voting procedures in each agenda, vote casting & counting, and announcement of voting results. Prior to vote casting in each agenda, the Chairman shall inform the meeting about the votes required for a resolution in each agenda, whether it be an ordinary event whereby a majority vote is applicable or a special event whereby different vote casting is required. The Chairman of the Meeting or the person assigned by the Chairman shall propose to the shareholders during the meeting to cast their vote. In case of vote by Proxy, the proxy shall cast the vote according to the grantor's instructions specified in the Proxy only. Where no choice is specified by the grantor or there is any agenda considered in the meeting other than those specified above, or any change or amendment to any facts, the Proxy shall be authorized to consider the matters and vote on behalf as the Proxy deems appropriate.

In case of granting a proxy to an Independent Director of the Company or other people attending the meeting according to the proxy form, in which the shareholders have voted in advance in the proxy form, the Company will record the votes as specified by the shareholders in advance. Cast votes are counted by deducting the votes of "disapprove and abstain" from the total number of shares held by shareholders and proxies attending the meeting and being entitled to vote and shall be announced for further acknowledgment of the meeting.

At each agenda, Mr. Issared Ngoeninta, Independent Lawyer would act as the independent vote counting inspector to ensure that the results were transparent and in line with the regulations of the Company and legislation.

The Chairman requested the meeting to proceed with the agenda and requested Mr. Chaichalerm Bunyanuwat to read each agenda in Thai language.

<u>Agenda 1: To consider and adopt the Minutes of the Annual General Meeting of Shareholders No.23 dated July 18, 2024</u>

The Company had distributed the copies of the Minutes of the meeting to the shareholders in advance, together with the Notice of the meeting as attachment No. 1, page 8 –18. The minutes of the meeting was submitted to the Stock Exchange of Thailand and the Ministry of Commerce within the timeframe as prescribed by law. It was also disclosed on the Company's website (www.tatasteelthailand.com).

The Board of Directors deemed it appropriate to propose the shareholders' meeting to adopt the Minutes of the Annual General Meeting of Shareholders No. 23 held on July 18, 2024, which the Board of Directors has deemed to be properly recorded, and no Shareholder requested the Company to correct such minutes. This agenda was an ordinary event which had to be resolved by the majority vote of the shareholders and proxy holders, who attended the meeting and cast their votes.

Resolution: The meeting reviewed and adopted the minutes as proposed by the Board of Directors with a unanimous vote of the shareholders and the proxy holders who attended the meeting and had the right to vote. Details are as shown below:

Shareholders cast their votes	Representing	6,049,491,780 Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,780 Shares	or	100%
Shareholders voted against the matter	Representing	0 Shares	or	0.0%
Shareholders abstained	Representing	0 Shares	or	0.0%
Voided Ballot / no action by Shareholder	Representing	0 Shares	or	0.0%

<u>Agenda 2: To acknowledge the report on the Company's operational results for the year ended March 31, 2025</u>

The Chairman requested Mr. Tarun Kumar Daga, President and CEO, to report the Company's performance for the FY 2025 ended March 31, 2025, for the shareholders' acknowledgement. Khun Chaichalerm (VP-Marketing and Sales) assisted Khun Tarun with the Thai translation.

President and CEO presented the Company's performance, and an outlook on the business environment. He reported that the Company sold 1.195 million tons during FY 2024-25 and shared that overall sales performance was higher compared to FY24. Profit performance was better in FY25 compared to FY24, due to higher sales and improved operating efficiencies.

Profit before tax was recorded at 417 million Baht. The profit included 260 million Baht being one-off gain from the disposal of unused land. He also reported the various awards and recognitions received by the Company during the year.

This Agenda was proposed for acknowledgement of the report on the Company's operational results for the year 2024-25, ended March 31, 2025. There was no vote casting on this agenda.

Agenda 3: To consider and approve the financial statements for the financial year 2024-25 ended March 31, 2025

The Articles of Association of the Company, Clause 40, specifies that the Annual Ordinary General Meeting of Shareholders shall approve the financial statements at the end of the financial year.

The Board of Directors deemed it appropriate to propose the Meeting of Shareholders to consider and approve the financial statements for the year ended March 31, 2025, which had been audited and certified by the Certified Public Accountant of PricewaterhouseCoopers ABAS Ltd., reviewed by the Audit and Risk Review Committee, and approved by the Board of Directors. The financial statements were presented accurately, completely, and adequately. Details were presented in the Company's Integrated Annual Report for the year 2024-25. The Integrated Annual Report is available in the QR Code and also on the Company website. The Company had distributed the QR Code to the shareholders in advance, together with the Notice of this meeting as the Attachment No. 2, page 19

The Chairman requested the meeting to approve the financial statements for the year ended March 31, 2025, which was an ordinary event to be resolved by the shareholders' meeting with the majority vote of the shareholders and proxy holders, who attended the meeting and cast their votes.

Resolution: The meeting resolved and approved the financial statements for the year 2024-25, ended March 31, 2025, which was proposed by the Board of Directors with a unanimous vote of the shareholders and the proxy holders, who attended the meeting and cast their votes, as under:

Shareholders cast their votes	Representing	6,049,491,780 Shares or	100%
Shareholders voted for the matter	Representing	6,049,491,780 Shares or	100%
Shareholders voted against the matter	Representing	0 Shares or	0.0%
Shareholders abstained	Representing	0 Shares or	0.0%
Voided Ballot / no action by shareholder	Representing	0 Shares or	0.0%

Agenda 4: To consider and approve the appropriation of profits for the financial year 2024-25 and omission of the dividend payment.

The Articles of Association of the Company, Clause 40, specifies that the Annual Ordinary General Meeting of Shareholders shall consider the appropriation of profits, and Clause 46, specifies that the Company shall allocate not less than 5% of its annual net profit less the accumulated losses brought forward (if any) to the legal reserve fund until this fund attains an amount not less than 10% of the registered capital.

According to the dividend policy of the Company, dividend can be paid to the shareholders from net profit after tax and after deduction of legal reserve by considering the relevant factors which shall not cause significant effects to the Company's business operation. Such factors were the operating performance, financial status, Company's solvency, business expansion, obligations to complete the debt service according to the Company's 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.

The operation of the Company from consolidated financial statement, for the year 2024-25, resulted in Profit after tax of 333.11 million Baht with retained earnings of 567.31 million Baht. The consolidated net profit included 260 million Baht, being a one-off gain from the disposal of an unused land pot. The operation from separate financial statement resulted in a net profit of 19.73 million Baht with retained earnings of 917.54 million Baht as at 31st March 2025.

The Board of Directors deemed it appropriate to propose the shareholders' meeting to approve the allocation of the profit for the year 2024-25 (April 1, 2024 – March 31, 2025) of 0.99 million Baht as legal reserve. The accumulated balance in the reserve fund after the transfer in the current financial year will be 390.71 million Baht, representing 4.64% of the registered capital.

After considering the relevant factors on consolidated basis and the future trend, the Board of Directors deemed it appropriate to propose the shareholders' meeting the omission of dividend payment.

The Chairman requested the meeting to approve the allocation of profits and omission of dividend payment which was an ordinary event that was to be resolved by the shareholders meeting with the majority vote of the shareholders and proxy holders, who attended the meeting and cast their votes.

Resolution: The meeting resolved to approve the allocation of the profit for the year 2024-25, ended March 31, 2025, of 0.99 million Baht as legal reserve and omission of dividend payment which had been proposed by the Board of Directors with majority vote of the shareholders and the proxy holders who attended the meeting and had the right to vote. Details are as shown below:

The voting results were as follows:

Shareholders cast their votes	Representing	6,049,491,780 Shares or	100%
Shareholders voted for the matter	Representing	6,018,533,480 Shares or	99.4882%
Shareholders voted against the matter	Representing	30,958,300 Shares or	0.5118%
Shareholders abstained	Representing	0 Shares or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0 Shares or	0.0%

<u>Agenda 5: To consider and approve the re-election of Directors who retired by rotation</u>

The Articles of Association of the Company, Clause 19, specifies that one-third (or closest to one-third) of the Directors shall retire from the office by rotation at the Annual General Meeting of Shareholders and may be re-elected to serve as Directors. For the 24th Annual General Meeting of Shareholders for the year 2025, three Directors retired this year, namely:

1) Mr. Ashish Anupam	Chairman of the Board of Directors, Chairman of the Executive Committee, Member of the Corporate Governance, Nomination and Remuneration Committee
2) Mr. Rajiv Mangal	Director, Member of the Executive Committee, Member of the CSR & Sustainability Committee
3) Mr. Sandeep Bhattacharya	Director Member of the Executive Committee

In the process of nominating the Directors, the Corporate Governance, Nomination & Remuneration Committee has duly considered the selection guidelines and criteria as approved by the Company's Board of Directors. Details are stated in accompanying documents No. 3 delivered to Shareholders together with this Notice. It was agreed that Mr. Ashish Anupam, Mr. Rajiv Mangal, and Mr. Sandeep Bhattacharya are qualified, knowledgeable, and have expertise in the steel industry and other wide array of related fields. Other qualifications comprised leadership skill, vision, and capacity to be in the duty of the Company's Director, offering independent opinion which is beneficial to the Company's operation, as well as not related to any criminal case and verdict incurred from the property/ asset misconduct, and any connected transaction triggering the conflict of interest of the Company in the previous year.

The Board of Directors deemed it appropriate to propose the Meeting of Shareholders to re-elect and appoint the above mentioned three Directors namely Mr. Ashish Anupam, Mr. Rajiv Mangal, and Mr. Sandeep Bhattacharya as considered by the Corporate Governance, Nomination and Remuneration Committee, as the Company's Board of Directors and members of the Committee for another term. The Curriculum Vitae (CV) of the Directors who retired by rotation and were proposed to be re-elected are shown in accompanying document No. 3.

Resolution: The meeting resolved to approve the re-election and appointment of three Directors in place of those who retired by rotation at the 24th Annual General Meeting of Shareholders for the year 2025 on an individual basis as the Company's Directors for the Board of Directors and Committees for another term as proposed by the Board of Directors with the resolution of a unanimous votes of shareholders and proxy holders who attended the meeting and had the right to vote. The voting results were as follows:

1. Mr. Ashish Anupam

The voting results are as follows;

Shareholders cast their votes	Representing	6,049,491,780 Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,780 Shares	or	100%
Shareholders voted against the matter	Representing	0 Shares	or	0.0%
Shareholders abstained	Representing	0 Shares	or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0 Shares	or	0.0%

2. Mr. Rajiv Mangal

The voting results are as follows;

Shareholders cast their votes	Representing	6,049,491,832 Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,832 Shares	or	100%
Shareholders voted against the matter	Representing	0 Shares	or	0.0%
Shareholders abstained	Representing	0 Shares	or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0 Shares	or	0.0%

While this matter was being reviewed in the meeting, one additional shareholder comprising 52 shares joined the meeting. There were totaling 34 shareholders represented 6,049,491,832 shares, an equivalent of 71.8336% of the 8,421,540,848 issued shares.

3. Mr. Sandeep Bhattacharya

The voting results are as follows;

Shareholders cast their votes	Representing	6,049,491,832 Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,832 Shares	or	100%
Shareholders voted against the matter	Representing	0 Shares	or	0.0%
Shareholders abstained	Representing	0 Shares	or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0 Shares	or	0.0%

Agenda 6: To consider and approve the remuneration of Directors for the year 2025-26

The Articles of Association of the Company, clause 25, specifies that Directors are entitled to receive remuneration from the Company as approved by the shareholders' meeting.

Mr. Taratorn Premsoontorn, Chairman of the Corporate Governance, Nomination and Remuneration Committee reported that the Corporate Governance, Nomination and Remuneration Committee had considered the remuneration of the Directors and members of Committees in accordance with the criteria, the assigned duties and responsibilities, the parity of the remuneration with other listed companies in the same industry, including the operating performance and other factors which may affect the Company. It is agreed that the present remuneration is at the appropriate level.

The Board of Directors deemed it appropriate to propose the Shareholders' meeting to consider and approve the remuneration for the Board of Directors and Committees for the year 2025-26 (April 1, 2025 - March 31, 2026) at the same rate as the previous year, as considered by the Corporate Governance, Nomination & Remuneration Committee. The remuneration can be separated into the fixed remuneration and meeting allowance for the attendance, until the Shareholders' meeting determines otherwise.

Details of the remuneration of Directors and comparison with previous years have been circulated together with the Notice of this meeting, page No. 6 (in Thai language also), submitted to the shareholders in advance.

The Chairman requested the meeting to approve this agenda to be resolved by the shareholders' meeting with not less than two-thirds of the total number of votes of the shareholders and proxy holders who attended the meeting and had the right to vote.

Resolution: The meeting resolved to approve the remuneration for the Board of Directors and Committees for the year 2025-26 (April 1, 2025-March 31, 2026) which can be separated into the fixed remuneration and meeting allowance for the attendance as considered by the Corporate Governance, Nomination and Remuneration Committee and as proposed by the Board of Directors, until the shareholder meeting determines otherwise, with the resolution of a unanimous votes of shareholders and proxy holders attending the meeting and cast their votes. The voting results were as follows:

Shareholders cast their votes	Representing	6,049,491,832	Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,832	Shares	or	100%
Shareholders voted against the matter	Representing	0	Shares	or	0.0%
Shareholders abstained	Representing	0	Shares	or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0	Shares	or	0.0%

Agenda 7: To consider and appoint the auditors and fix the audit fee for the year 2025-26

The Articles of Association of the Company, clause 40, specifies that the Annual Ordinary General Meeting of Shareholders shall consider and appoint auditors and fix the audit fee every year. In appointing the auditor, the former auditor may be re-appointed. In accordance with the Notification of the Securities and Exchange Commission (SEC), the auditors (engagement partner) of a listed company must be rotated after 7 cumulative years of service (regardless of consecutiveness) and must serve a cooling-off period for 5 consecutive years.

The Board of Directors, in its meeting held on May 23, 2017, had appointed PricewaterhouseCoopers ABAS Ltd. (PwC) as the statutory auditors of Tata Steel (Thailand) Public Company Limited and its subsidiaries.

As per the practice, with a view to have synergy in fee fixation across the Group, the fee payable in respect of Tata Steel Group affiliates wherever PwC are the auditors, is discussed and negotiated centrally.

Based on the above process, the Board of Directors, in its meeting held on January 15, 2024, agreed to propose to the Annual General Meeting of Shareholders No. 23 to approve the revision of the audit fee for Tata Steel (Thailand) Public Company Limited and its subsidiary for FY2023-24 to THB 5,568,500. It had further been agreed that the audit fee for FY2024-25 and FY2025-26 shall only increase towards wage inflation as per a benchmark to be decided at the Tata Steel Group level.

The Board of Directors deemed it appropriate to propose the Shareholders' meeting, as considered by the Audit and Risk Review Committee, as following:

Appointment of the Auditors of the Company for the financial year of 2025-26 from April 1, 2025, and ending on March 31, 2026:

- Ms. Sukhumaporn Wong-ariyaporn (Certified Public Accountant No. 4843)
- Mr. Krit Chatchavalwong (Certified Public Accountant No. 5016) or
- Ms. Nopanuch Apichatsatien (Certified Public Accountant No. 5266)

of PricewaterhouseCoopers ABAS Ltd. any one of them being authorized to conduct the audit and express an opinion on the financial statements of the Company. In the absence of the above-named auditors, PricewaterhouseCoopers ABAS Ltd. is authorized to identify one other Certified Public Accountant within PricewaterhouseCoopers ABAS Ltd. to carry out the work.

The audit and quarterly review fee for the Company and its subsidiary for the year 2025-26 is proposed as Baht 5,568,500. Details of the audit fee and comparison to the previous year have been circulated together with the Notice of this meeting, page No. 7 (Thai language also in page no.7).

The Chairman requested the meeting to approve the appointment of the auditors and fix the audit fee for the year 2025-26 which was an ordinary event that was to be resolved by the Shareholders meeting with the majority vote of the shareholders and proxy holders, who attended and cast their votes.

Resolution: The meeting resolved to appoint PricewaterhouseCoopers ABAS Ltd. as the auditors of the Company for the financial year of 2025-26 from April 1, 2025 and ending on March 31, 2026 and approved the audit and quarterly review fee for the Company and its subsidiary for the year 2025-26 at the amount of Baht 5,568,500 as considered by the Audit and Risk Review Committee and proposed by the Board with a unanimous votes of the shareholders and proxy holders who attend the meeting and cast their votes.

The voting results are as follows;

Shareholders cast their votes	Representing	6,049,491,832 Shares	or	100%
Shareholders voted for the matter	Representing	6,049,491,832 Shares	or	100%
Shareholders voted against the matter	Representing	0 Shares	or	0.0%
Shareholders abstained	Representing	0 Shares	or	0.0%
Voided Ballot/ no action by Shareholder	Representing	0 Shares	or	0.0%

Agenda 8: Other Business (if any)

Chairman reported that all agenda items as per the Notice to the Shareholders were completed and the Board of Directors and the shareholders did not have any further items to propose to the Shareholders' meeting.

Chairman then took up the questions received from the Shareholders and requested Mr. Chaichalerm Bunyanuwat to translate his responses in Thai language. There were five questions received in advance.

1. US President Donald Trump has set a July 9 deadline to announce new retaliatory tariffs. Has the announcement affected the company and what are its plans to address it?

   Answer: The company closely monitors developments in international trade policy, including the recent announcement of tariff measures by the United States, which have now been postponed to take effect on August 1, 2025.

At present, the company does not directly export its products to the U.S. market. And therefore, it is not subject to direct impact from these tariffs. However, we recognize the potential for indirect effects, such as:

- Disruption to customers who export to the U.S.
- Increased domestic competition from similar steel products that may be diverted from the U.S. market
- Volatility in the cost of imported raw materials.

The company will continue to focus on running efficient operations and continuously developing capability and marketability of higher end finished products. Overall, such measures will include:

- Enhancing production efficiency to better control costs
- Improving domestic customer service and developing products to deliver better performance and user experience
- Expanding sales channels with a focus on products made from recycled scrap, which aligns with growing environmental concerns

The company remains committed to maintaining its competitive edge and will continue to assess the situation closely, adjusting its strategies in response to evolving global economic and political conditions.

2) After the March 2025 earthquake, what is the trend of Tata Steel prices?

   Answer: Steel price movements are driven by many factors, such as input costs, energy prices, demand trends, and supply conditions.

   Following the earthquake in March 2025, consumers have shown increased interest in the quality of steel products – a positive trend, as steel plays a critical role in the long-term structural integrity of buildings.

   Steel prices have always been cyclical for different reasons, and not limited to demand-supply positions. During the years 2021 to 2023, steel prices had peaked to unprecedented levels. Thereafter, during 2023 2024, the prices hit very low levels. During 2025, rebar prices have been increasing from January 2025 after a clear focus on regulatory compliance led by the government. On the other hand, wire rod prices have hit very low levels on account of very low-priced imports.

3) How does the company manage the risk of economic downturn or political uncertainty?

   Answer: The company has plans focusing more on improving internal efficiencies (plant yields, output rate, energy consumption, etc.) and also improving services to the customers by improving product quality and providing new products/services. The approach of the company is to keep improving the internal health of the company from within controllable factors. Innovations & continuous improvements, and employees' engagement help the company remain competitive and motivated. The flexibility to adopt export strategy in different geographies and the flexibility of having two major product lines, Rebar and Wire Rods, and the flexibility of having three plants with different capabilities are very important for the company to face downturns.

4) How is the company affected by raw material costs/exchange rates/interest rates?

   Answer: Movements in raw material prices is a normal variable in the management of steel businesses. The raw material prices in steel businesses is commonly faced by all steel companies. Hence, the focus of steel companies is efficient use of raw materials in the manufacture of steel, and accordingly, the Key Performance Indicators like material yield, energy consumption become important. In addition, the focus is also on effective control in volume procurement to avoid risks related to raw material fluctuations.

   Exchange rate volatility is addressed by the forex management process. The company's exports have natural hedge for the imports of raw materials. Forward rates are booked for exports as well as imports, without being speculative. This process has helped the company contain the impact of forex volatility to a large extent.

   The company being a debt-free company, interest rates presently do not have a material bearing on its financials.

5) Does the company have long-term carbon reduction or sustainability goals?

   Answer: The Company has established clear long-term carbon reduction and sustainability goals. This is aligned with the Tata Steel Group's commitment towards Net Zero target by 2045. These targets reflect our commitment to environmental responsibility and are integrated into our strategic planning and operational improvements to ensure sustainable growth.

   At present, the company produces steel by the Electric Arc Furnace method, wherein the carbon footprint is approx. 0.6-0.70 ton CO_2 per ton of crude steel, whereas the Blast Furnace-based steel has a footprint of more than 2 tons CO_2 per ton of crude steel.

Chairman thanked the Shareholders for sending the questions and reported that the company had answered all the questions it had received in advance.

On behalf of the Board of Directors of Tata Steel (Thailand) Public Company Limited, he thanked each and every Shareholder for devoting their time to attend the meeting and approving the proposals submitted by the Board of Directors. He then proposed to close the meeting.

The meeting was adjourned at 10:27 hours.

Sd/-

(Ashish Anupam)
Chairman of the Meeting

Attachment# 2

https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

The curriculum vitae of the nominated persons for election as Directors in the place of those who are due to retire by rotation in the 25th Annual General Meeting of Shareholders

1. **Mr. Thaevan Uthaivath**

Position	▪ Independent Director ▪ Chairman of the Corporate Social Responsibility & Sustainability Committee ▪ Member of the Audit & Risk Review Committee
Age	65 years and 4 months
Nationality	Thai
Education / Training	▪ Bachelor of Law, Thammasat University ▪ Master of Arts in Social Development Administration (Honors), National Institute of Development and Administration (NIDA) ▪ Master of Public and Private Management, National Institute of Development and Administration (NIDA) ▪ Master of Public Affairs, University of Texas at Dallas, USA ▪ Master of Art in Public Management, Midwestern State University, USA. (On Scholarships) ▪ Academy of American and International Law, Richardson, Texas, USA ▪ Diploma, University of San Diego School of Law, USA ▪ Certificate of Private International Law, the Hague, Netherlands ▪ The Environmental Attorney Training Course (Batch12) ▪ Sustainable Carbon Management for the Business Sector (Batch1) ▪ Anti-Corruption Strategic Management for Senior Executive (Batch 14) Office of the National Anti-Corruption Commission and International Anti-Corruption Academy, Austria ▪ Executive Training on Justice Administration (Batch19), Office of the Judiciary ▪ Tata Sustainability Group Board Training on Enabling Sustainability ▪ ESG Materiality and Digital Innovation in Sustainable Supply Chains ▪ IFRS S1 and IFRS S2 (Introduction to IFRS S1 and IFRS S2 (Class 2/68) ▪ The TATA Sustainability Conclave 2025, Mumbai, India ▪ Beyond Compliance: What Thai SEC new strategic plan means for the next level of Listed Companies (EY) ▪ Insight in SET: ID & AC Focus (SET, MAI&SEC)
Training / Seminar of Institute of Directors (IOD)	▪ Intensive Strategic Foresight (ISF 3/2026) ▪ Board & CEO Dialogue-Turning ISSB Standards into Strategic Resilience ▪ Real Cases, Real Lessons: What Market Scandals Teach Us About Better Governance (2/2026) ▪ Boardroom-Excellence-A-Key-to-Corporate-Success (2/2025) ▪ ESG Materiality and Digital Innovation in Sustainable Supply Chains ▪ Introduction to IFRS S1 and IFRS S2 (2/2025) ▪ Road to CAC Change Agent: From Commitment to Collective Impact (CAC) ▪ Advance Audit Committee Program 55/2025(AACP55/2025) ▪ ESG in the Boardroom: The practice Guide for Board Class 3/2024 ▪ Director Leadership Certification Program (DLCP 14/2024) ▪ Refreshment Training Program (RFP 11/2023): Joint Venture Governance ▪ Fellow Member and Chartered Director (since 2015) ▪ Corporate Governance for Executives (CGE 6/2016) ▪ Chartered Director Certification (CDC 9/2015) ▪ Director Certification Program (DCP 181/2013) ▪ Audit Certification Program (ACP 43/2013) ▪ Director Accreditation Program (72/2008)

Other current positions

Year	Position	Company
2023 – Present	Director	Bhiraj Reit Management Co., Ltd.
2014 – Present	Director	Saint Honore (Bangkok) Co., Ltd.
1994 - Present	Director	Surint Omya Chemicals (Thailand) Co., Ltd.

Listed companies in Thailand- None -

Non-listed Companies in Thailand

- Bhiraj Reit Management Co.,Ltd.
- Saint Honore (Bangkok) Co.,Ltd.
- Surint Omya Chemical (Thailand) Co.,Ltd.

Competitor Companies or businesses related to TSTH - None –

The curriculum vitae of the nominated persons for election as Directors in the place of those who are due to retire by rotation in the 25th Annual General Meeting of Shareholders

<table>
<tr><td rowspan="3">Previous experiences</td><td>Year</td><td>Position</td><td colspan="3">Company</td></tr>
<tr><td>2019 - 2024</td><td>Director</td><td colspan="3">LivaNova (Thailand) Ltd.</td></tr>
<tr><td>2010 - 2019</td><td>Independent Director,
Member of the Audit Committee
Member of Remuneration Committee</td><td colspan="3">Moong Pattana International Plc.</td></tr>
<tr><td colspan="2" rowspan="2">No. of shares held[1]
(As of March 31, 2026)</td><td>Tata Steel (Thailand) Plc.</td><td colspan="3">Affiliated Companies</td></tr>
<tr><td>- None -</td><td colspan="3">- None -</td></tr>
<tr><td colspan="2" rowspan="5">Attendance / Arrangement of the meetings (Times)</td><td></td><td><u>2025-26</u></td><td><u>2024-25</u></td><td><u>2023-24</u></td></tr>
<tr><td>Board of Directors Meeting</td><td>8/8</td><td>7/7</td><td>5/5</td></tr>
<tr><td>General Meeting of Shareholders</td><td>1/1</td><td>1/1</td><td>1/1</td></tr>
<tr><td>Audit & Risk Review Committee</td><td>6/6</td><td>4/4</td><td>4/4</td></tr>
<tr><td>CSR & Sustainability Committee</td><td>2/2</td><td>2/2</td><td>2/2</td></tr>
<tr><td colspan="2">Terms / years of holding a Directorship in TSTH</td><td colspan="4">3 years and 3 months (December 27, 2022 – March 31, 2026)</td></tr>
<tr><td colspan="3">Prohibited qualifications relating in the field of:
▪ The criminal case and verdict incurred from the property/ asset misconduct.
▪ Connected transaction triggering the conflict of interest of the Company in the previous year.</td><td colspan="3">- None -</td></tr>
</table>

Remarks: [1] The number includes shares held by Spouse and Minor child

The curriculum vitae of the nominated persons for election as Directors in the place of those who are due to retire by rotation in the 25th Annual General Meeting of Shareholders

2. Mr. Anurag Pandey

Position	▪ Director ▪ Member of the Executive Committee ▪ Member of the Corporate Social Responsibility & Sustainability Committee ▪ President & Chief Executive Officer
Age	54 years and 7 months
Nationality	Indian
Education / Training	▪ Bachelor of Engineering (Electrical), University of Roorkee, India ▪ Management Program, XLRI Xavier School of Management, Jamshedpur, India
Training / Seminar of Institute of Directors (IOD)	-

Other current positions

Year	Position	Company
2026 - Present	Director	Tata Steel Manufacturing (Thailand) Plc.
2026 - Present	Director	Siam Steel Mill Services Co., Ltd.

Listed companies in Thailand - None -

Non-listed Companies in Thailand - None -

Competitor Companies or businesses related to TSTH - None -

Previous experiences

Year	Position	Company
2020-2026	Executive-in-Charge of Global Wires India	Tata Steel Limited
2017-2020	Chief Marketing & Sales	Tata Steel Limited
2014-2017	Chief Sales Manager - Branded Products, Retail & Solutions, South	Tata Steel Limited
2011-2014	Chief Sales Manager - West, Long Products	Tata Steel Limited

No. of shares held[1] (As of March 31, 2026)	**Tata Steel (Thailand) Plc.**	**Affiliated Companies**
	- None -	1,720 shares of TATA STEEL LTD

Attendance / Arrangement of the meetings (Times)		2025-26	2024-25	2023-24
	Board of Directors Meeting (* There was 1 meeting during his tenure as a member of the Board of Directors)	1/8*		
	General Meeting of Shareholders	-		
	CSR & Sustainability Committee (* There was 1 meeting during his tenure as a member of CSR& Sustainability Committee)	1/2*		

Terms / years of holding a directorship in TSTH	2 months (February 1, – March 31, 2026)
Prohibited qualifications relating in the field of: ▪ **The criminal case and verdict incurred from the property/ asset misconduct.** ▪ **Connected transaction triggering the conflict of interest of the Company in the previous year.**	**- None -**

Remarks: [1] The number includes shares held by Spouse and Minor child

The curriculum vitae of the nominated persons for election as Directors in the place of those who are due to retire by rotation in the 25th Annual General Meeting of Shareholders

3. Mr. Sanjay Kumar Shrivastav

Position	▪ Director ▪ Vice President – Finance & Chief Financial Officer		
Age	53 years and 11 months		
Nationality	Indian		
Education / Training	▪ Professional degree of Company Secretaryship From The Institute of Company Secretaries of India ▪ Professional degree of Cost and Management Accountant From The Institute of Cost and Works Accountants of India. ▪ Bachelor of Commerce (Honours) from Patna University, India		
Training / Seminar of Institute of Directors (IOD)	-		
Other current positions	**Year**	**Position**	**Company**
	2025 – Present	Director	Tata Steel Manufacturing (Thailand) Plc.
	2025 – Present	Director	The Siam Industrial Wire Co., Ltd
	2025 – Present	Director	TSN Wires Co, Ltd.
	Listed companies in Thailand- None -		
	Non-listed Companies in Thailand -None-		
	Competitor Companies or businesses related to TSTH - None -		

Previous experiences	**Year**	**Position**	**Company**
	2023 – 2025	Chief Business Finance & Reporting-Profit Centres, Chief Financial Controller Long Products	Tata Steel Limited
	2019 – 2023	Chief Financial Officer	Tata Steel Long Products Limited (a listed entity in India)
	2016 – 2019	Chief Financial Officer	Tinplate Company of India Limited (a listed entity in India)
	1995 – 2016	Various Roles	Tata Steel Limited

No. of shares held[1] (As of March 31, 2026)	**Tata Steel (Thailand) Plc.**	**Affiliated Companies**		
	- None -	- None -		
Attendance / Arrangement of the meetings (Times)		2025-26	2024-25	2023-24
	Board of Directors Meeting (* There were 6 meetings during his tenure as a member of the Board of Directors)	6/8*	-	-
	General Meeting of Shareholders	1	-	-
Terms / years of holding a directorship in TSTH	9 months (June 26, 2025 – March 31, 2026)			
Prohibited qualifications relating in the field of: ▪ **The criminal case and verdict incurred from the property/ asset misconduct.** ▪ **Connected transaction triggering the conflict of interest of the Company in the previous year.**	**- None -**			

Remarks: [1] The number includes shares held by Spouse and Minor child

Guidelines and Criteria for Selection of Directors

The Corporate Governance, Nomination & Remuneration Committee reviews the candidates to serve as Directors or Independent Directors on the Board before being nominated for the consideration of the Board of Directors. Guidelines and criteria approved by the Board of Directors are as follows:

1. Qualified and not possessing any of the forbidding characteristics according to the Articles of Association of the Company and the stipulations of the Public Company Limited Act and the Stock Exchange of Thailand.
2. Having a diversity of backgrounds and skills, knowledge, capabilities, and experience to make a significant contribution to the Company and possessing leadership, broad vision, ethical judgment, transparent career profile, and ability to express opinions independently.
3. Having time available for meetings so as to keep track of the Company's business operation and serving as director in an appropriate number of companies.
4. Not being Directors, management, shareholders, or partners with significant shareholding in companies undertaking similar or competitive businesses or businesses which may lead to conflicts of interest with the Company.
5. For the President position, a candidate will be selected based on his/ her previous performance and potential.

Tata Steel (Thailand) Public Company Limited

COMPANY'S ARTICLES OF ASSOCIATION
RELATING TO THE GENERAL MEETING OF SHAREHOLDERS

The 25th Annual General Meeting of Shareholders
To be held on Friday, July 17, 2026, 10:00 hours
Through Electronics Meeting Method (e-AGM)

CHAPTER 2: Shares and Shareholders

5. The voting rights of the preferred shares are the same as those of the ordinary shares.

CHAPTER 5: Directors

16. The Company's Board of Directors shall consist of not less than five (5) persons but not more than fourteen (14) persons, with three (3), as the minimum, being Independent Directors, and not less than half of all the Directors shall reside within Thailand.

The Independent Directors shall have the qualifications and shall not have prohibited characteristics as provided in the securities and exchange law.

18. All the Directors shall be elected by Shareholder Meetings in accordance with the following rules and procedures:

(a) One shareholder shall have votes equal to the number of shares held.

(b) In electing the Directors, the method of voting used may be to vote on candidate by candidate or several candidates together, whichever the Shareholder Meeting finds appropriate, but in voting to pass a resolution, the shareholders shall vote using all the votes under (a) which cannot be divided for any person or group to any extent at all.

(c) Voting for election of the Directors shall be by a majority of votes. In the case of equality of vote, the presiding Chairman shall have an additional casting vote.

19. The term of each Director shall be three (3) years, provided that at every annual ordinary meeting of shareholders, one-third (1/3) of the Directors shall retire. If the number of Directors is not a multiple of three, the number of Directors closest to one-third (1/3) of the total number of Directors shall retire.

A Director who vacates his office may be re-elected.

The Directors shall agree among themselves as to the order of their retirement from the office in accordance with the prior paragraph.

20. Other than for vacancy by rotation, a Director shall vacate office upon:

(a) Death,

(b) Resignation,

(c) Having a lack of qualifications or having prohibited characteristic under the law on public limited companies and the law governing securities and exchange,

(d) Being removed by a resolution of the Shareholder Meeting under Clause 22, and

(e) Being removed by a court order.

21. Any Director who will resign from the directorship shall submit a resignation letter to the Company and the resignation shall be effective from the date the letter of resignation arrived the Company.

The Directors who resigned under the first paragraph may notify the registrar of such resignation.

22. The Shareholder Meeting may pass a resolution to remove any Director from office prior to retirement by rotation, by a vote of not less than three-quarters (3/4) of the number of shareholders attending the Meeting and having the right to vote and the shares held by them shall, in aggregate, be not less than one half of the number of shares held by the shareholders attending the Meeting and having the right to vote.

24. A Director needs not to be a shareholder in the Company.

25. A Director is entitled to receive remuneration as fixed by a Shareholder Meeting by a vote of not less than two-thirds (2/3) of all votes of the shareholders attending the Meeting. In this regard, the remuneration may be fixed at a definite amount or prescribed by specific rules and determined from time to time or shall continue to be valid until changed is passed by resolution of the shareholders. Additionally, a director is entitled to received allowances and any benefits in accordance with the Company's rules.

The contents in the first paragraph shall in no way impact the staff or employees of the Company so appointed as Directors in receiving remuneration and benefits as staff or employees of the Company.

31. No Director shall operate any business which has the same nature as and is in competition with the business of the Company or become a partner in an ordinary partnership or become a partner with unlimited liability in a limited partnership or become a Director of any private or public companies operating businesses of a same nature as and is in competition with the business of the Company, unless he or she notifies the Shareholder Meeting prior to the resolution is adopted for his or her appointment.

CHAPTER 6: Shareholder Meeting

35. The Board of Directors shall arrange an annual general meeting of shareholders to be held within four (4) months from the last day of the financial year of the Company.

All other Shareholder Meeting shall be called extraordinary general meetings. The Board of Directors may call such meeting at any time the Board considers it expedient to do so.

Shareholders holding shares amounting to not less than one-fifth (1/5), of the total number of shares sold or shareholders numbering not less than twenty-five (25) persons, holding shares amounting to not less than one-tenth (1/10) of the total number of shares sold, may submit their names in a request directing the Board of Directors to call an extraordinary general meeting at any time, but the reasons for calling such meeting shall be clearly stated in such request. The Board of Directors shall call a Shareholder Meeting to be held within one (1) month of the date of receipt of such request from the said shareholders.

36. In convening Shareholder Meetings, the Board of Directors shall prepare notice of such meeting specifying the place, date, time, agenda and the matters to be submitted to the meeting together with appropriate details stating clearly whether they will be for acknowledgment, for approval or for consideration, including the opinions of the Board of Directors on the said matters and shall send the same to the shareholders and the registrar for their information not less than seven (7) days prior to the meeting. Publication of the meeting notice shall also be made in a newspaper for three (3) consecutive days no less than three (3) days prior to the meeting.

The place of the meeting shall be in the province in which the head office of the Company is located, or such other venue as specified by the Board of Directors.

37. At the Shareholder Meeting, there shall be not less than twenty five (25) shareholders and proxies (if any) attending the meeting or not less than one half of the total number of shareholders holding shares altogether amount of not less than one-third (1/3) of the total number of issued shares to constitute a quorum.

If after one (1) hour from the time scheduled for the Shareholder Meeting, the number of shareholders present is insufficient to form a quorum as specified, should such Shareholder Meeting has been convened at the request of shareholders, it shall be canceled. If such Shareholder Meeting was not convened at the request of shareholders, the meeting shall be called again and, in this latter case, notice calling for the meeting shall be sent to shareholders no less than seven (7) days before the date of the meeting. In the latter meeting, a quorum is not compulsory.

38. The Chairman of the Board of Directors shall be the Chairman of Shareholder Meetings. In case the Chairman of the Board is not present at the meeting or cannot perform his/ her duties, the Vice-Chairman will be the Chairman of the meeting. If there is no such Vice-Chairman or the Vice-Chairman cannot perform his duty, the shareholders present at the meeting may elect one of the shareholders to be chairman of such meeting.

39. The resolution of the Shareholder Meeting shall be passed in the following manners: -

(1) In an ordinary event, a majority vote of shareholders who attend the meeting and are entitled to vote which shall count one vote for each share. In case of a tie vote, the Chairman of the meeting shall have a casting vote.

(2) In the following events, a vote of not less than three-fourths (3/4) of the total votes of shareholders who attend the meeting and are entitled to vote which shall count one vote for each share:

(a) The sale or transfer of the whole or the substantial part of the Company's business to any other person.

(b) The purchase or acceptance of any transfer of the business of other public or private companies.

(c) The entering into, alteration or termination of any agreement concerning the lease, in whole or in substantial part, of the Company's business, the assignment to any person for the management of the Company's business, or the merger with any other person for the purpose of profit and loss sharing.

(d) The amendment of the Memorandum of Association or Articles of Association of the Company.

(e) The increasing or reduction of the Company's registered capital.

(f) The issuance of preferred shares, debentures, secured debentures, convertible debentures, warrants, or any other securities which can legally be issued.

(g) The dissolution of the Company.

(h) To merge/ amalgamate the Company with another company.

40. Annual Ordinary General Meeting shall be convened for the purposes of:

(1) Resolving the report of the Board of Directors covering work done during the previous period.

(2) Resolving and considering the balance sheet and the statements of income.

(3) Resolving the appropriation of profits and declaration of dividends.

(4) Resolving election of Directors and determine the Directors' remuneration.

(5) Resolving appointment of an auditor and fixing auditor's fee; and

(6) Other business.

CHAPTER 7: Accounts, Finances and Audits

43. The Board of Directors shall prepare the balance sheet and statements of income as of the end of the financial year and shall submit to the annual general meeting of shareholders for approval. The Board of Directors shall procure that the balance sheet and statements of income be audited by the auditor before submission to the Shareholder Meeting.

44. The Board of Directors shall forward the following documents to the shareholders together with the notice of the Annual General Meeting:

(1) Copies of audited balance sheet and statements of income together with the auditor's report; and

(2) Annual report of the Board of Directors and supporting documents thereto.

45. Dividends shall not be paid other than out of profits. If the Company has an accumulated loss, no dividend shall be distributed.

Dividends shall be distributed according to the number of shares equally.

The Board of Directors may pay interim dividends to the shareholders from time to time as appears to be justified by the profits of the Company. After the dividends have been paid, such payment of dividends shall be reported to the shareholders at the next shareholder meeting.

Payment of dividends shall be made within one (1) month of the date of the resolution of the Shareholder Meeting or of the meeting of the Board of Directors, as the case may be. A shareholder shall be notified in writing of such payment of dividends, and the notice shall also be published for three (3) consecutive days in the newspaper.

46. The Company shall allocate not less than five (5) percent of its annual net profit less the accumulated losses brought forward (if any) to a reserve fund until this fund attains an amount not less than ten (10) percent of the registered capital.

47. The Company's Directors, staff, employees, or any persons, holding any position in the Company, shall not be appointed to be the Company's auditor.

49. The auditor shall attend every shareholder meeting which is to consider the balance sheet, statements of income, and any problem regarding the Company's accounts in order to explain any matters concerning his audit to the shareholders. The Company shall also deliver to the auditor all the reports and documents of the Company which the shareholders are entitled to receive at such meeting.

Tata Steel (Thailand) Public Company Limited

STATEMENT OF PROXY PROCEDURES, ATTENDANCE REGISTRATION, DOCUMENTATION REQUIREMENT AND VOTE CAST

The 25th Annual General Meeting of Shareholders

To be held on Friday, July 17, 2026, 10:00 hours

Through Electronics Meeting Method (e-AGM)

1. Proxy procedures

The Company has enclosed with this document 3 different forms of Proxy as outlined by the Department of Business Development as follows:

Form A A general, simple, and uncomplicated form of Proxy.

Form B Voting is clearly and definitely specified.

Form C For foreign investors who have appointed Custodian in Thailand as their trustee.

(Form C is attached for Foreign Shareholders only)

A shareholder may appoint a proxy to attend and vote at the e-AGM on his/her behalf by proceeding with the following instructions:

(1) Use **only one** of the enclosed proxy forms.

- In case a foreign shareholder appoints Custodian in Thailand to be his/her/its trustee, a proxy to be used is Form A or Form B or Form C, or e-proxy only one form.
- Apart from the case as above, the shareholder can use Form A or Form B, only one form.

(2) Grant proxy to a person as he/she wishes or assigns a proxy to a nominated Independent Director. The shareholder is required to specify the name and details of his/her proxy or places a tick adjacent to the name of the Independent Director to whom he or she wishes to grant proxy to attend the Meeting.

In this regard, a shareholder may not be split for more than one proxy in order to separate the votes and must authorize only one proxy with the equal amount of shares held by such shareholder except the foreign shareholder existing in the registered book and appointing Custodian in Thailand to be his/her/its trustee following the Proxy Form C only.

Any shareholders preparing Proxy A or B according to the Department of Business Development, Re: Set of the Proxies (No. 5) B.E. 2550 can use such proxy for this Shareholder Meeting.

Please return the proxy to the Corporate Secretary Office for the Company staff to complete the review of the proxy and attached documents prior to the time for the Meeting by **Friday, July 10, 2026**.

The Company may facilitate the duty stamp for the proxy attending the Meeting.

The mechanism for Voting via e-Proxy Voting

For the shareholders who wish to appoint a proxy electronically (e-Proxy Voting), they must be a member of the TSD Investor Portal (Choose NDID or ThaiID for identity verification).

System opening period: The system will be available starting one day after the invitation letter was sent and will remain open until 5:00 pm on the business day before the meeting.

Steps for Voting in an Electronic Meeting: Shareholders who wish to appoint a proxy electronically may follow these steps:

- Login to the TSD Investor Portal at link https://ivp.tsd.co.th/signin
- Select the "Other Transactions" menu.
- Choose "Proxy Appointment / Shareholders' meeting Voting" and then select Proceed-Edit-Cancel.
- Accept the terms and conditions of the service.
- Verify your identification card status to enable the proxy appointment/voting service.

  Confirm identity by entering the Laser Code for verification with the Department of Provincial Administration.
- Click "OTP Request" to receive a One-Time-Password (OTP) for transaction confirmation.
- Click on the name of the security to proceed with proxy appointment / voting.
- The system will display shareholder entitlements and the list of proxy representatives.
- Select the Independent Directors to act as your proxy.
- Assign proxy voting for each agenda item and click "Next" for each agenda.
- Once voting for all agenda items is complete, the system will display the proxy appointment document for review or download. After clicking "Close", a Proxy Form B will be generated.
- The system will display unpaid stamp duty transactions in the shareholder's securities list.
- A pop-up window will appear to submit a stamp duty payment request.
- Select the transactions for which stamp duty payment is required.
- Click the "Pay Stamp Duty" button, and the system will submit the payment request.
- Click view QR Code or Pay-in-Slip to proceed with the stamp duty payment at the bank.

** Your proxy appointment will be valid only after the stamp duty payment is completed**

- You can check the status of your transactions in the "Transaction Status" menu.

2. Attendance registration

For shareholders who wish to attend the e-AGM, kindly choose **only one** registration channel as follow;

2.1 Submit the document as shown in Attachment No.6 for verification the right of e-AGM attendance in the Pre-Registration system. You can click the Link or scan QR Code for access the system.

https://tsth.foqus.vc/registration/

or scan this QR Code.

The system will be opened from **3 to 15 July 2026**, please strictly follow the manual specified in the system.

OR

2.2 Fill the e-AGM Registration Form attached to these Guidelines. Please ensure that you clearly provide your **email address and mobile number** which will be used for the registration together with the required identification documents for verification the right of e-AGM attendance. Please also send the e-AGM Registration Form along with the required documents to the Company by **Wednesday, July 15, 2026** to the following address:

☛**By e-mail:** somjaij@tatasteelthailand.com, or

☛**By registered mail**: Corporate Secretary Office, 555 Rasa One (Building B), 20th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900 Thailand

After the Company received documents outlined above, the Company will undertake a verification process to confirm the shareholders' right to attend the Meeting. Once verification is complete, the Company will send an email containing the Username and Password along with the Weblink to attend the e-AGM. Please do not share the Username and Password with anyone. In case you lose the Username and Password, or do not receive username and password, please contact the Company immediately before **Wednesday, July 15, 2026**.

The email with the username and password will also include detailed instructions which we advise you to read prior to start of the meeting. You will be allowed to Login and join the e-AGM 60 minutes before the meeting time while the broadcasting will commence at the meeting time only.

You will have the option to vote "Approve", "Disapprove" or "Abstain" for each agenda item. If you do not cast your vote for a particular agenda item, the system will automatically count your vote as "Approve".

Should you face any technical problems with the e-AGM system before or during the meeting, please contact the Company's e-AGM platform provider showing in the email with the username and password.

3. Documentation requirement for meeting attendance

Attendees are required to present the following documents (as the case may be) before attending the Meeting:

3.1 Natural persons

3.1.1 In case a shareholder attends e-AGM himself / herself

Valid identification documents showing shareholder's photo issued by government authorities, e.g., citizen identification card, civil servant identification card, driver's license, or passport. Supporting evidence shall be presented in case of change of first name or last name.

3.1.2 In case a shareholder assigns his/her proxy to attend e-AGM

(1) Proxy as attached to the Notice of the Meeting or Proxy form A or B according to the Department of Business Development, Re: Set of the Proxies (No. 5) B.E. 2550 (one form only) completely and duly filled in and jointly signed by the grantor and the proxy.

(2) The shareholder's copies of documents specified in Clause 3.1.1, certified true and correct by the shareholder.

(3) The proxy's documents specified in Clause 3.1.1.

3.2 Juristic persons

3.2.1 In case a juristic shareholder's duly authorized attorney attends e-AGM himself / herself

(1) The duly authorized attorney's documents issued by government authorities as applied to the case of natural persons in Clause 3.1.1.

(2) The juristic shareholder's Certificate of Incorporation certified a true and correct copy by the duly authorized attorney, with the wording authorizing the attendee to act on behalf of the juristic shareholder.

3.2.2 In case a juristic shareholder assigns its proxy to attend e-AGM

(1) Proxy as attached to the Notice of the Meeting or Proxy form A or B according to the Department of Business Development, Re: Set of the Proxies (No. 5) B.E. 2550 (one form only) completely and duly filled in and jointly signed by the grantor and the proxy.

(2) The juristic shareholder's Certificate of Incorporation, certified a true and correct copy by Notary Public.

(3) The certified true and correct copies of documents of the duly authorized attorney, who is the grantor, issued by government authorities, according to the Clause 3.1.1.

(4) The proxy's documents issued by government authorities as applied to the case of natural persons in Clause 3.1.1.

3.2.3 Foreign nationals or juristic persons established under foreign laws

(1) The same documents as 3.1 or 3.2, in addition, any documents in foreign languages other than English shall be attached with the English translation certified as true and correct copy by the shareholder or the duly authorized attorney of such juristic shareholder.

In case shareholder is a juristic person, the Certificate of Incorporation issued by the government authority where such juristic person is located or by officer of such juristic person may be presented. However, details such as name, authorized signatory to bind, conditions and authority limitation and location of Head Office must be included in such Certificate.

(2) In case granting to Custodian for signature in the proxy, the additional evidences required are as follows:

(2.1) Letter of Attorney from shareholder that empowered custodian to sign in Proxy Form.

(2.2) Confirmation letter that authorized person is granted to operate the custodian business.

4. Vote casting

4.1 Vote casting laws and rules

(1) Vote shall be cast by online voting using e-AGM platform with the option to "Approve", "Disapprove" or "Abstain" for each agenda item of one share eligible for one vote.

(2) In case of vote by Proxy, the proxy shall cast the vote according to the grantor's instructions specified in the Proxy only. Where no choice is specified or clearly specified by the grantor or there is any agenda considered in the meeting other than those specified above, or any change or amendment to any facts, the Proxy shall be authorized to consider the matters and vote on behalf as the Proxy deems appropriate.

(3) Resolutions of the Meeting shall comprise the following votes:

- ❖ For ordinary matters: the majority of the votes cast at the Meeting shall form the resolution.
- ❖ For matters required otherwise by laws or the Company's Articles of Association, such requirements shall prevail. The Chairman of the Meeting or who is assigned by the Chairman shall notify as such to the Meeting prior to the vote casting on such agenda item.

(4) In case of equality of votes, the Chairman of the Meeting shall have a casting vote.

(5) A shareholder or proxy having special interest in any matter shall not give his/her vote on such matter. The Chairman of the Meeting may request such shareholder or proxy to leave the Meeting temporarily during consideration of such matter.

(6) A poll may be demanded upon the request made by no less than 5 shareholders present in the Meeting and upon the resolution of the Meeting. The Chairman of the Meeting shall determine the method to vote on such poll and inform the Meeting of the applied method before conducting the poll.

4.2 Vote-casting process

The Chairman of the Meeting or who is assigned by the Chairman shall propose to the shareholders a vote casting using online e-AGM platform. Shareholders can vote "Approve", "Disapprove" or "Abstain" when Chairman calls for voting or any time after login until such agenda is open. Once Agenda is closed shareholders cannot change vote.

(1) In case a shareholder attends e-AGM himself / herself

Shareholders can vote "Approve", "Disapprove" or "Abstain" when Chairman calls for voting or any time after login until such agenda is open. Once Agenda is closed shareholders cannot change vote.

(2) In case a shareholder assigns his/her proxy to attend the meeting

a. The shareholder's vote of each agenda in the proxy proposed using proxy form B or C to the Company in advance as specified in item 1, proxy procedures. Votes cast in this case will be pre-recorded in the e-AGM platform.

b. In case of proxy form A by the grantor, or there is any agenda considered in the meeting other than those specified above, or any change or amendment to any facts, the proxy, in his/her sole discretion, shall consider matters and vote in the way he/she sees fit following the method in Clause 4.2 (1).

4.3 Vote Counting and result announcement

The Secretary to the Board of Directors shall inform the vote counting method prior to beginning of the Meeting. The vote in each agenda will be counted according to shareholder logged in e-AGM system and votes which are already pre-recorded sent using proxy forms B or C including proxy form A granted to independent directors. Vote result shall be announced upon the completion of consideration of each agenda by stating the total number of ‘approve, disapprove, and abstain’ votes.

PROXY
(Form A)

(with simple and not complicated details)

Stamp Duty
20 Baht

Registration No. of Shareholder_____________________

Issued at _____________________

Date ________________________

(1) I/We, _____________________________________, Nationality_______, residing at No. _________,___________________Road, ______________________________Sub-District, ________________District, ________________Province, Postal Code _________________,

(2) Being a shareholder of Tata Steel (Thailand) Public Company Limited, holding a total number of _________shares which are entitled to cast _______________________ votes,

(3) Do hereby appoint

☐ (1) ______________________________, Age _________ years, residing at No. ___________,_______________Road, _____________________Sub-District, District, _________________Province, Postal Code _________________

or ☐ (2) Ms. Anuttara Panpothong, Independent Director ,Age 54 years, residing at No. 405, Soi Nawamin 24 (Si Nakhon Phatthana Village), Khlong Kum, Bueng Kum, Bangkok 10240.

as only one of my/our Proxy to attend and vote on my/our behalf at the 25th Annual General Meeting of Shareholders to be held on Friday, July 17, 2026, 10:00 hours, through Electronics Meeting Method (e-AGM).

Any action taken by the Proxy at the meeting shall be deemed as being done by me/us in all respects.

Signature………………………………The Grantor

(………………………………)

Signature………………………………The Proxy

(………………………………)

Remarks

A shareholder appointing a proxy must authorize only one proxy to attend the meeting and cast the votes on his/her/its behalf and the number of shares held by such a shareholder may not be split for more than one proxy in order to separate the votes.

PROXY
(Form B)
(with clearly specified the items)

Stamp Duty
20 Baht

Registration No. of Shareholder______________________

Issued at ______________________

Date __________________________

(1) I/We, ______________________________________, Nationality_______________, residing at No.___________, __________________________Road, ______________________Sub-District, ______________District, ____________________Province, Postal Code __________________,

(2) Being a shareholder of Tata Steel (Thailand) Public Company Limited, holding a total number of ________________shares which are entitled to cast ________________________ votes,

(3) Do hereby appoint

☐ (1) ________________________________, Age _________ years, residing at No. ___________,_______________Road, ______________________Sub-District, District, _________________Province, Postal Code _________________

or ☐ (2) Ms. Anuttara Panpothong, Independent Director ,Age 54 years, residing at No. 405, Soi Nawamin 24 (Si Nakhon Phatthana Village), Khlong Kum, Bueng Kum, Bangkok 10240.

as only one of my/our Proxy to attend and vote on my/our behalf at the 25th Annual General Meeting of Shareholders to be held on Friday, July 17, 2026, 10:00 hours, through Electronics Meeting Method (e-AGM).

(4) I/We authorize my/our Proxy to cast the votes according to my/our intention as follows:

(Please tick and clearly specify.)

Agenda 1 : To consider and adopt the Minutes of the 24th Annual General Meeting of Shareholders dated July 17, 2025

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 2 : To acknowledge the report on the Company's operational results for the financial year 2025-26, ended March 31, 2026

(This agenda is for acknowledgement, thus, it has not to be resolved by the shareholder meeting.)

Agenda 3 : To consider and approve the Financial Statements for the financial year 2025-26, ended March 31, 2026

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 4 : To consider and approve the appropriation of profits for the financial year 2025-26 and the dividend payment

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 5 : To consider and approve the re-election of Directors who retire by rotation

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Election of Directors as a whole

☐ Approve ☐ Disapprove ☐ Abstain

☐ Election of Directors by individual

1. Mr. Thaevan Uthaivath

☐ Approve ☐ Disapprove ☐ Abstain

2. Mr. Anurag Pandey

☐ Approve ☐ Disapprove ☐ Abstain

3. Mr. Sanjay Kumar Shrivastav

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 6 : To consider and approve the remuneration of Directors for the financial year 2026-27

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 7 : To consider and appoint the auditors and fix the audit fee for the year 2026-27

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda 8 : Other business (if any)

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

(5) Any votes by the Proxy in any agenda not rendered in accordance with my/our intention specified herein shall be inaccurate and not be deemed as my/our votes as a shareholder.

(6) If I/we do not specify or clearly specify my/our intention to vote in any agenda, or if there is any agenda considered in the meeting other than those specified above, or if there is any change or amendment to any facts, the Proxy shall be authorized to consider the matters and vote on my/our behalf as the Proxy deems appropriate.

Any action taken by the Proxy at the meeting shall, unless the Proxy cast the votes not in compliance with my/our intention specified herein is deemed as being done by me/us in all respects.

Signature……………………………….The Grantor

(……………………………….)

Signature……………………………….The Proxy

(………………………………)

Remarks

A shareholder appointing a proxy must authorize only one proxy to attend the meeting and cast the votes on his/her/its behalf and the number of shares held by such a shareholder may not be split for more than one proxy in order to separate the votes.

Attachment to Proxy Form B

Authorization on behalf of a shareholder of Tata Steel (Thailand) Public Company Limited for the 25th Annual General Meeting of Shareholders to be held on Friday, July 17,2026, 10:00 hours, through Electronics Meeting Method (e-AGM).

Agenda ______ **Re:** ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda ______ **Re:** ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda ______ **Re:** ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda ______ **Re:** ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda ______ **Re:** ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve ☐ Disapprove ☐ Abstain

Agenda ______ **Re: Election of Directors (continued)**

Name………………………………………………………………………………

☐ Approve ☐ Disapprove ☐ Abstain

Name………………………………………………………………………………

☐ Approve ☐ Disapprove ☐ Abstain

Name………………………………………………………………………………

☐ Approve ☐ Disapprove ☐ Abstain

Name………………………………………………………………………………

☐ Approve ☐ Disapprove ☐ Abstain

PROXY
(Form C)

(with clearly specified the items and use only for shareholders who are foreign person and has appointed Thailand custodian as their trustee)

Stamp Duty
20 Baht

Registration No. of Shareholder______________________

Issued at ______________________

Date __________________________

(1) I/We, _______________________________________, Nationality_______________, residing at No.___________, ___________________________Road, ______________________Sub-District, ______________District, ____________________Province, Postal Code __________________,

(2) Being a Custodian of __________________________, a shareholder of Tata Steel (Thailand) Public Company Limited, holding a total number of__________shares which are entitled to cast _________________________ votes,

(3) Do hereby appoint

☐ (1) _________________________________, Age _________ years, residing at No. ___________,________________Road, _______________________Sub-District, District, __________________Province, Postal Code __________________

or ☐ (2) Ms. Anuttara Panpothong, Independent Director ,Age 54 years, residing at No. 405, Soi Nawamin 24 (Si Nakhon Phatthana Village), Khlong Kum, Bueng Kum, Bangkok 10240.

as only one of my/our Proxy to attend and vote on my/our behalf at the 25th Annual General Meeting of Shareholders to be held on Friday, July 17, 2026, 10:00 hours, through Electronics Meeting Method (e-AGM).

(4) In this meeting, I/We authorize my/our Proxy to attend the meeting and vote on my/our behalf as follows:

☐ (a) To grant the entire shares held by me/us and the right to vote.

☐ (b) To grant apart of:

☐ Ordinary shares ___________________ shares which are entitled to cast ___________votes,

(5) In this meeting, I/We grant my/our Proxy to vote on my/our behalf as follows:

(Please tick and clearly specify.)

Agenda 1: To consider and adopt the Minutes of the 24th Annual General Meeting of Shareholders dated July 17, 2025

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 2: To acknowledge the report on the Company's operational results for the financial year 2025-26, ended March 31, 2026

(This agenda is for acknowledgement, thus, it has not to be resolved by the shareholder meeting.)

Agenda 3: To consider and approve the Financial Statements for the financial year 2025-26, ended March 31, 2026

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 4: To consider and approve the appropriation of profits for the financial year 2025-26 and the dividend payment

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 5: To consider and approve the re-election of Directors who retire by rotation

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Election of Directors as a whole

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

☐ Election of Directors by individual

1. Mr. Thaevan Uthaivath

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

2. Mr. Anurag Pandey

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

3. Mr. Sanjay Kumar Shrivastav

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 6: To consider and approve the remuneration of Directors for the financial year 2026-27

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 7: To consider and appoint the auditors and fix the audit fee for the year 2026-27

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

Agenda 8: Other business (if any)

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ……………….. votes ☐ Abstain ……………….. votes

(6) Any votes by the Proxy in any agenda not rendered in accordance with my/our intention specified herein shall be inaccurate and not be deemed as my/our votes as a shareholder.

(7) If I/we do not specify or clearly specify my/our intention to vote in any agenda, or if there is any agenda considered in the meeting other than those specified above, or if there is any change or amendment to any facts, the Proxy shall be authorized to consider the matters and vote on my/our behalf as the Proxy deems appropriate.

Any action taken by the Proxy at the meeting shall, unless the Proxy cast the votes not in compliance with my/our intention specified herein, be deemed as being done by me/us in all respects.

Signature………………………………The Grantor

(………………………………)

Signature………………………………The Proxy

(………………………………)

Remarks:

1. This proxy Form C is only used for the foreign shareholder, as appeared in the register, who has appointed Custodian in Thailand to be his/her trustee.
2. Evidences required to be enclosed with Proxy Form C are
   (1) Letter of Attorney from shareholder that empowered custodian to sign in Proxy Form.
   (2) Confirmation letter that authorized person is granted to operate the custodian business.
3. The shareholder appointing the proxy must authorize only one proxy to attend and vote at the meeting and may not split the number of shares to many proxies for splitting votes.
4. The members of the Board of Directors may be appointed in the agenda of appointment and election of the directors either as a whole or by individual.
5. If the matters to be considered are more than those specified above, the grantor may apply the Annex to Proxy Form C as attached.

Attachment to Proxy Form C

Authorization on behalf of a shareholder of Tata Steel (Thailand) Public Company Limited for the 25th Annual General Meeting of Shareholders to be held on Friday, July 17, 2026, 10:00 hours, through Electronics Meeting Method (e-AGM).

Agenda ______ Re: ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Agenda ______ Re: ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Agenda ______ Re: ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Agenda ______ Re: ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Agenda ______ Re: ____________________

☐ (a) The Proxy may consider the matters and vote on my/our behalf as the Proxy deems appropriate in all respects.

☐ (b) The Proxy may consider the matters and vote on my/our behalf as follows:

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Agenda ______ Re: Election of Directors (continued)

Name……………………………………………………………………………….

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Name……………………………………………………………………………….

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Name……………………………………………………………………………….

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Name……………………………………………………………………………….

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

Name……………………………………………………………………………….

☐ Approve .... votes ☐ Disapprove ………………. votes ☐ Abstain ……………….. votes

e-AGM Registration Form

Written at__________________________

Date _____ Month________ Year______

I/We _______________________________________ Nationality ______________________

Address No. _______________ Road _______________ Sub-District ___________________

District _____________________ Province ___________________ Postal Code __________

E-mail _______________________________________ Mobile Phone ___________________

being a shareholder of **Tata Steel (Thailand) Public Company Limited (The "Company")**

holding the total amount of ________________ shares

I/We hereby confirm that I/we would like to attend and vote on my/our behalf at the 25th Annual General Meeting of Shareholders of the Company on Friday, July 17, 2026, at 10:00 hrs. by electronic means (e-AGM). Please send the Weblink for attending the e-AGM, username and password to my/our email address at ____

Signed _____________________________ Shareholder

( )

Signed ________________________________ Witness

( )

Important Note:

Please return this e-AGM Registration Form along with the required identification documents as showing in **attachment No. 6** for our verification of the shareholder's right to attend the e-AGM by **Wednesday, July 15, 2026** via email or mail to the following address:

- By e-mail: somjaij@tatasteelthailand.com OR
- By registered mail: Corporate Secretary Office, 555 Rasa One (Building B), 20th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900 Thailand

A REQUEST FORM TO RECEIVE INTEGRATED ANNUAL REPORT (FORM 56-1 ONE REPORT) 2025-26 IN PRINTED FORMAT

Dear Shareholders of Tata Steel (Thailand) Public Company Limited

The Company has prepared Integrated Annual Report (Form 56-1 One Report) in the format of E-Book and QR Code, replacing the format of booklets for shareholders to participate in saving natural resources and usage of paper as part of its commitment towards environment.

If you wish to receive a printed version of Integrated Annual Report (Form 56-1 One Report) 2025-26 of the Company, please fill in your name and address in this form and return to us as per details given below to enable us to deliver it to you in due course:

Somjai Jarukitcharoon

Corporate Secretary Office

Tata Steel (Thailand) Public Company Limited

555, Rasa One (Building B), 20th Floor,

Phaholyothin Road, Chatuchak, Bangkok 10900

Tel: 66 (2) 937-1000 Ext. 3210

Name of Shareholder(s): ____

Address for Shipping: Building ____________________ Floor ________________ Moo ___

_________Road ____________________ Sub-District ______________ District ____________

Province _______________ Postal Code ____________

Telephone ___________________ Fax ________________

Remark: **The Company will send the Integrated Annual Report (Form 56-1 One Report) 2025-26 in printed format on July 15, 2026, if your request form is received by us by July 3, 2026.**

CONSENT FORM

Dear Data Subject,

To comply with the Personal Data Protection Act B.E. 2562 (2019), Tata Steel (Thailand) Public Company Limited (the "**Company**") would like to request consent from you, as a data subject, to process your personal data for the purpose(s) as set out below.

If you would like to give your consent for the below purpose(s), please indicate your intention by ticking [✓] at each box below.

The Company would like to inform you regarding collection of your personal data as per the Personal Data Protection Policy for Stakeholders in relation to Business Operations of Tata Steel (Thailand) Public Company Limited Group https://www.tatasteelthailand.com.

In this regard, if you would like to withdraw your consent given herein, you can contact the Company via contact channels as specified in the above Personal Data Protection Policy for Stakeholders in relation to Business Operations of Tata Steel (Thailand) Public Company Limited Group. However, such withdrawal of consent shall not affect the processing of personal data which had been completed prior to the withdrawal of consent.

For the Data Subject

Date_________Month____________________Year_________

I (name-surname), ____
Identification card number/Passport number ____
have read and understood the purpose(s) of processing of my personal data as specified below and the Personal Data Protection Policy for Stakeholders in relation to Business Operations of Tata Steel (Thailand) Public Company Limited Group. Therefore, I hereby give consent to the Company to process my personal data for the following purpose(s):

1. To enable the Company to collect and use my religion and/or blood type information as appeared on the copy of my identification card for identity verification of the shareholders' meeting attendance.

   ☐ Agree ☐ Not agree

2. To enable the Company to collect, use and disclose my religion and/or blood type information as appeared on the copy of my identification card to securities registrar, the Ministry of Commerce for preparation of shareholders' list and supporting the issuance of share certificates to me in the case where I request to change my personal data to the Company.

   ☐ Agree ☐ Not agree

Signed __________________________ Data Subject

(__________________________)

QR CODE DOWNLOADING PROCEDURE

FOR INTEGRATED ANNUAL REPORT (FORM 56-1 ONE REPORT) YEAR 2025-26

For iOS System (iOS 11 and above)

1. Turn on the mobile camera.
2. Turn the mobile camera to the QR Code to scan it.
3. The notification will appear on top of the screen. Click on the notification to access documents regarding the meeting.

Remark: If the notification does not appear on the mobile phone, the QR Code can be scanned with other applications such as QR CODE READER, Facebook, or Line.

For Android System

1. Open applications such as QR CODE READER, Facebook or Line.

   For scanning the QR Code with Line application
   Open Line application and click on **"Add friend"** → Choose **"QR Code"** → Scan the QR Code

2. Scan the QR Code to access documents regarding the meeting.

https://www.set.or.th/set/tsd/meetingdocument.do?symbol=TSTH&date=260717