Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2026

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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name	: TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED
Symbol	: TSTH
Address	: 555 Rasa One (Building B), 20 Fl., Phaholyothin Road, Chatuchak
Province	: Bangkok
Postcode	: 10900
Business	: The Company operates as investment holding company producing rebars, wire rods and small sections that used as raw material for construction parts.
Registration Number	: 0107545000136
Telephone	: 0-2937-1000
Fax (if applicable)	: 0-2937-1223
Website	: www.tatasteelthailand.com
Email	: somjaij@tatasteelthailand.com

Total Shares Sold (shares)

Common Stock	: 8,421,540,848
Preferred Stock	: 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

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

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

By Geographical Area or Market

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

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

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

Other income as specified in the financial statements

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

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

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

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

Risk Management

Risk Management

Risk Factors (2.2)

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

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Compliance Risk

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

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers

- Impact from population structure

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

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

- Shortage or reliance on skilled workers

- Impact from population structure

Climate-Related Disruption of Production and Supply Chain Continuity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

- Climate change and disasters

Operational Risk

• Delays in the development of future projects

• Climate change and disasters

Foreign exchange volatility

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

• Policies or international agreements related to business operations

• Economic risk

Operational Risk

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

• Delays in the development of future projects

Financial Risk

• Change in financial and investment policies of financial institutions that affect business operations

• Fluctuation in exchange rates, interest rates, or the inflation rate

Geopolitical Risk Impacting Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

• Policies or international agreements related to business operations

• Economic risk

Operational Risk

• Delays in the development of future projects

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

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

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice	: Yes
URL of environmental policy and practice (if applicable)	: https://www.tatasteelthailand.com/wp-content/uploads/2024/05/TSTH-Environment-Policy-2023.pdf
Company environmental guideline	: Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

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

• Electricity consumption

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

Water management

- **Water consumption**

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

Waste management

- **Waste from operations**

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

Greenhouse gas management

- **Greenhouse gas emissions**

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

- **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

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

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice	: Yes
URL of human rights policy	: https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-Thai-1.pdf
Company human right guideline	: Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• **Total number of employees**

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

• **Employee remuneration**

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

• **Employee development and training**

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

• **Health, safety and work environment**

	2024	2025	2026

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

• **Employee retention**

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

• **Significant labor dispute**

	2024	2025	2026
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

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

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

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

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

List of directors

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

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

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

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

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

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

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

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

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

Executive Committee

List of executive committee members

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

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

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

Other sub-committees

Sub-committees information

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

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : None

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

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

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

[1] Highest responsibility in accounting and finance
[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 870

Number of female employees (persons) : 197

Total number of employees (persons) : 1,067

Employee Remuneration

Total employee remuneration : 1,155,990,000.00

Provident fund

Total number of employees (persons) : 1,067

Number of employees contributing to the PVD (persons)	: 975
Percentage of employees who are members (%)	: 91.38

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

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

Development of directors over the past year

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

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 8
Date of AGM meeting	: 17 Jul 2025
EGM meeting	: No

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

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

Remuneration for company directors

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

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

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

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