ESG Performance Report
for Listed Companies in 2026

TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2027

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ESG Performance

Company Name : TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED Symbol : TSTH

Market : SET Industry Group : Industrials Sector : Steel

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management

Electricity Management

The company implements energy conservation through the use of energy-efficient technologies and continuous electricity monitoring systems.

Employees are encouraged to actively participate in reducing electricity usage throughout all operations.

Fuel and Oil Management

The company has policies to efficiently manage fuel consumption and promote the use of cleaner fuels to minimize environmental impact.

A tracking system is in place to monitor oil usage and prevent leaks or contamination.

Renewable/Clean Energy Management

The company promotes the adoption of renewable energy sources such as solar power in its operations.

Investments are made in clean energy projects to reduce dependency on fossil fuels.

Water Resource and Water Quality Management

Water is used responsibly, with treatment systems in place to ensure wastewater is properly managed before discharge.

Water quality is regularly monitored to comply with environmental standards.

Waste and Waste Management

Waste is sorted at the source, with emphasis on reuse, recycling, and proper disposal.

Waste volumes are tracked to identify opportunities for reduction at the source.

Biodiversity Management

The company is committed to preserving ecosystems and local biodiversity in its areas of operation.

Initiatives are undertaken, often in collaboration with partners, to restore green spaces and wildlife habitats.

Greenhouse Gas and Climate Change Management

Greenhouse gas emissions are measured and monitored, with long-term reduction targets in place.

The company promotes decarbonization efforts across both production processes and the supply chain.

Air Quality Management

Air pollutant emissions from facilities are controlled and minimized at the source.

Air quality monitoring systems are installed, with reporting aligned to government regulations.

Reference link for environmental policy and guidelines	:	https://www.tatasteelthailand.com/wp-content/uploads/2024/05/TSTH-Environment-Policy-2023.pdf

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	:	No
Changes in environmental policies, guidelines, and/or goals	:	Renewable/clean energy management, Biodiversity management, Greenhouse gas and climate change management

A target has been set for FY30 to achieve a 5% share of solar energy in total energy consumption.
The company sets up the plan for conducting biodiversity projects for all 3 plants and the head office.
Adopt the target of 25% reduction in CO2 emission by FY30

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards	:	ISO 50001 Energy management

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards	:	Other : Waste and Unused Materials Management Act B.E. 2566

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2024	2025	2026
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Energy Efficiency and GHG Emissions

The Company recognizes energy efficiency and greenhouse gas (GHG) emissions management as key priorities in addressing climate change impacts associated with its operations, products, and services. As a steel manufacturer, the Company operates in an energy-intensive industry where energy consumption and emissions are inherent challenges, giving rise to both risks and opportunities across its value chain. These include potential regulatory changes, increasing expectations on emission reduction, and emerging market mechanisms such as carbon pricing and the Carbon Border Adjustment Mechanism (CBAM), which may impact the Companys cost structure and competitiveness.

To mitigate these risks, the Company is committed to reducing GHG emissions within its operational boundary through improving energy efficiency, optimizing production processes, and adopting cleaner and lower-emission technologies. The Company also promotes the use of renewable energy and implements initiatives to reduce environmental impacts, such as enhancing green areas and supporting community-based tree planting activities. In addition, the Company actively engages stakeholders, including local communities, in identifying opportunities to reduce emissions and improve environmental performance. The Company supports applicable climate-related regulations and policies and remains committed to aligning its operations with relevant legal requirements and evolving regulatory frameworks. Through these efforts, the Company aims to minimize climate-related risks, enhance resource efficiency, and support the transition toward low-carbon and sustainable operations.

Management Approach

The Company manages climate change, GHG reduction, and energy efficiency by improving operational efficiency, adopting low-emission and renewable energy solutions, and continuously monitoring resource consumption to support low-carbon and sustainable operations.

Climate Change Mitigation and Greenhouse Gas (GHG) Reduction

The Company is committed to mitigating the impacts of climate change arising from its operations, products, and services by systematically reducing greenhouse gas (GHG) emissions within its operational boundaries. This is achieved through the adoption of low-emission technologies, the use of renewable and alternative energy sources, and continuous improvement of production processes to enhance energy and resource efficiency. The Company also promotes stakeholder engagement by providing opportunities for employees and local communities to contribute ideas for GHG reduction initiatives.

Energy Efficiency

The Company focuses on continuously improving energy efficiency and optimizing resource utilization across its operations. Key initiatives include upgrading production processes in both steelmaking and rolling mill operations, transitioning from fuel oil to natural gas, and investing in environmentally friendly technologies. The Company also promotes the use of renewable and alternative energy sources, such as solar rooftop installations, to reduce reliance on fossil fuels. In addition, the SCSC plant has implemented an Energy Management System certified under ISO 50001, supporting systematic energy performance improvement.

The Company has established processes for monitoring, recording, and reporting energy consumption to support efficient energy use and continuous improvement. Employees are encouraged to participate in energy-saving initiatives, reinforcing a culture of efficiency and operational excellence.

All operating plants have established energy policies and dedicated energy management committees to oversee and support energy management practices. These committees are responsible for driving energy reduction initiatives, improving energy efficiency in production processes, and coordinating efforts across departments, with regular monitoring and performance reviews to support the Companys goals of optimizing resource use, reducing environmental impacts, and advancing sustainable operations.

Reference link for company's energy management plan : https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

Page number of the reference link : 61-62

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2025 : electricity consumption from renewable sources 6,714.78 Kilowatt-Hours	2026 : Increased by 12,163.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Electricity consumption in FY2026 7,469,213 GJ compared to last year 10,530,000 GJ

Information on electricity management

Companys 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
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	761,721,727.54	767,040,045.14	825,023,024.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	1,506,000.00	6,106,000.00	12,163,056.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	706,038.60	722,566.40	784,616.76

Additional explanation : (*) *Exclude electricity consumption outside of the Company*

Electricity Consumption Intensity

	2024	2025	2026
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	678.96000000	648.90000000	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	N/A	N/A	N/A

Electricity Expense (*)

	2024	2025	2026
Total electricity expense (Baht)	2,745,981,424.06	2,630,908,323.27	N/A
Percentage of total electricity expense to total expenses (%)(**)	11.01	10.57	N/A
Percentage of total electricity expense to total revenues (%)(**)	10.97	10.39	N/A

	2024	2025	2026
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	2,540,223.33	2,458,792.83	N/A

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Companys 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

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2024	2025	2026
Total fuel expense (Baht)	980,044,841.40	891,355,872.89	N/A
Percentage of total fuel expense to total expenses (%)(**)	3.93	3.58	N/A
Percentage of total fuel expense to total revenues (%)(**)	3.91	3.52	N/A

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

Water Consumption and Management

Tata Steel (Thailand) Public Company Limited (TSTH) recognizes the importance of efficient water management as a key component of its sustainability strategy and operational excellence. The Company is committed to optimizing water usage across its operations, reducing freshwater consumption, and enhancing resource efficiency in line with its environmental objectives and industrys best practices. To support these commitments, TSTH has implemented systematic measures for monitoring, verifying, and improving water consumption performance across all plants. These initiatives aim to ensure data accuracy, strengthen operational control, and drive continuous improvement toward achieving the Companys water reduction targets.

Management Approach

TSTH emphasized efficient water utilization and proper wastewater management by implementing the zero-discharge principle across its production processes. Treated wastewater is reused to support sustainable and clean manufacturing practices. These initiatives are designed to reduce freshwater usage, minimize environmental impact, improve resource efficiency, and ensure compliance with applicable environmental regulations, while supporting the Companys long-term sustainability objectives.

Water Stress Risk Management

TSTH has assessed that water-related impacts, risks, and opportunities primarily arise from its internal operations, as water is a critical resource used in the steel manufacturing process. Based on a water stress assessment using the WRI Aqueduct database, several of the Companys operating plants are located in areas classified as high to extremely high-water stress. Specifically, the SISCO Plant in Saraburi is located in an area classified as extremely high water stress, while the NTS Plant in Chon Buri and the SCSC Plant in Rayong are located in areas classified as high water stress.

The location of these production facilities in waterstressed areas presents potential risks to operational continuity, including water availability constraints, increased competition for water resources, and potential regulatory restrictions. As a result, the Company closely monitors water availability and consumption across all plants and treats water management as a critical operational risk.

To mitigate these potential risks, TSTH has implemented various measures to enhance water efficiency and strengthen resilience in water-stressed areas. These include the improvement of cooling systems, water recycling and reuse practices, infrastructure upgrades to reduce water losses, and the development of alternative water sources such as rainwater harvesting and backup water storage. The Company also conducts regular inspections and monitoring to identify leakage points and ensure efficient water use across operations.

Key Action Plan

In FY2027, the Company will focus on strengthening water management practices across its operations as a key priority to reduce freshwater withdrawal and enhance water use efficiency.

At the NTS plant, cooling towers will be reconditioned and replacement cooling tower Q2/1 cell no.1-4 to improve operational efficiency and minimize water splashing, thereby reducing unnecessary water losses.
At the SCSC plant, a new pipeline connecting rain gutters from the SP building to storage tank TK3 has been installed to increase rainwater harvesting and on-site water reuse and replacement blending guide at CCM Steel Plant for reduce water leaked.
In addition, at the SISCO plant, the Company will initiate the arrangement of dry-season backup water storage and implement a plan to utilize water from Backup Water Storage 1, while refilling from Backup Water Storage 2.
These measures are expected to reduce freshwater abstraction from the river by approximately 48,916 cubic meters per year. Collectively, these initiatives aim to support sustainable water resource management, reduce dependency on freshwater sources, and reinforce the Companys long-term water stewardship commitments.

Reference link for company's water management plan : https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

Page number of the reference link : 65-68

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2025 : Water withdrawal 550,000.00 Cubic meters	2026 : Reduced by 5% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Highlighted Implementation and Activities

Water Efficiency Improvements

To achieve the targeted reduction in freshwater consumption, TSTH has implemented several key initiatives across all plants. At the SCSC Plant, daily inspections are conducted to identify and rectify water leakage points, alongside the replacement of cooling towers (HE2 and HE2A) to enhance operational efficiency and reduce water splashing. At the NTS Plant, the replacement and optimization of cooling towers (Q2/1, Cells no. 58), as shown in the figure, together with pipeline upgrades from the Filtration Plant to the Water Plant, have improved system efficiency, reduced water losses, and optimized water usage in cooling processes.

At the SISCO Plant, an HDPE geomembrane has been installed in the new reservoir to improve water retention efficiency and minimize seepage losses, supporting more effective water storage and long-term water management. Routine inspections are also carried out across all plants to detect and address leakage points, ensuring continuous improvement in water efficiency.

Verification of water consumption data

TSTH has established a structured approach to verify water consumption data and improve water efficiency across all operations. The Company focuses on ensuring data accuracy while implementing practical measures to minimize water loss and enhance operational. Key initiatives include the following:

1. Daily inspection and leakage control: Conduct daily inspections across all three plants to identify water leakage points and implement corrective actions promptly to prevent unnecessary water loss.
2. Cooling tower improvement: Replace and upgrade cooling towers at both SCSC and NTS plants to improve efficiency, reduce water splashing, and minimize water makeup requirements and operating temperature.

Information on water management

Water withdrawal by source

	2024	2025	2026
Total water withdrawal (Cubic meters)	12,819,714.00	1,433,601.00	1,494,882.00
Water withdrawal by third-party water (cubic meters)	135,384.00	197,354.00	337,158.00
Water withdrawal by surface water (cubic meters)	12,684,330.00	1,236,247.00	1,157,724.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	N/A
Water withdrawal by seawater (cubic meters)	0.00	0.00	N/A
Water withdrawal by produced water (cubic meters)	0.00	0.00	N/A
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	11,859.12	1,339.81	1,401.01
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.51	0.06	0.06

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2024	2025	2026
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

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

Recycled water consumption

	2024	2025	2026
Total recycled water for consumption (Cubic meters)	29,194,195.00	31,757,399.00	30,467,587.00

Water Consumption Intensity

	2024	2025	2026
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.51195564	0.05659634	0.05641603
Intensity of total water consumption (Cubic meters / Metric ton of product)	0.58000000	0.57000000	0.49000000

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Water withdrawal expenses

	2024	2025	2026
Total water withdrawal expense (Baht)	7,263,943.01	3,102,840.00	N/A
Total water withdrawal expense from third-party water (Baht)	7,182,323.01	3,029,460.00	N/A
Total water withdrawal expense from other sources (Baht)	81,620.00	73,380.00	N/A
Percentage of total water withdrawal expense to total expenses (%)(*)	0.03	0.01	N/A
Percentage of total water withdrawal expense to total revenues (%)(*)	0.03	0.01	N/A
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	6,719.65	2,899.85	N/A

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

Waste Management

The Company recognizes waste management as a critical component of environmental stewardship and regulatory compliance, particularly in the context of industrial operations. All unused materials and industrial waste are managed in accordance with the Companys Environmental Policy and relevant environmental laws and regulations. Waste handling, transportation, and disposal are strictly controlled through a permitting process with the Department of Industrial Works, ensuring that all waste is treated and disposed of in compliance with specified material types and approved methods. The Company also promotes awareness and capability among employees through regular training on pollution, waste management, and proper disposal practices. At the same time, the Company acknowledges potential risks associated with waste management, including improper handling, spillage during transportation, and non-compliance with regulatory requirements, which may lead to environmental impacts and legal consequences. The Company therefore emphasizes robust controls, monitoring, and continuous improvement to ensure safe, compliant, and responsible waste management practices across its operations.

Management Approach

The Company manages waste and unused materials in accordance with its Environmental Policy and in full compliance with applicable environmental laws and regulations. All industrial waste is handled under strict regulatory requirements, including obtaining approval from the Department of Industrial Works for the transportation, treatment, and disposal of waste outside the Companys facilities. Waste disposal is conducted only through licensed operators in accordance with specified waste classifications and approved disposal methods, ensuring safe and compliant waste handling practices.

These initiatives support increased awareness and capability among employees to manage waste responsibly. The Company also emphasizes resource efficiency and circular practices by maximizing waste utilization, setting a target of approximately 99% waste utilization. This approach contributes to minimizing landfill disposal, reducing environmental impacts, and supporting the efficient use of resources in line with sustainable development objectives.

In FY 2027, the Company plans to explore opportunities to reduce landfill waste by collaborating with external vendors to assess the feasibility of recycling refractory materials. This initiative will involve conducting technical studies, evaluating suitable recycling technologies, and implementing pilot projects to test potential reuse applications. The Company will also strengthen waste segregation and compliance controls to ensure proper handling throughout the waste management process. Performance will be monitored through key indicators such as landfill waste reduction and recycling rates, with results used to identify opportunities for scaling up and improving resource efficiency.

Reference link for company's waste management plan	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	73-76

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2025 : non-hazardous waste and hazardous waste 236,048,160.00 Kilograms	2026 : Increased by 0.03%	• Reuse • Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

Waste Utilization 99.85%

Information on waste management

Waste Generation(*)

	2024	2025	2026
Total waste generated (Kilograms)	311,060,300.00	236,048,160.00	230,641,670.00
Total non-hazardous waste (kilograms)	291,899,320.00	218,076,960.00	213,260,370.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	N/A
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	N/A
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	N/A

	2024	2025	2026
Non-hazardous waste Others (kilograms)	291,899,320.00	218,076,960.00	213,260,370.00
Total hazardous waste (kilograms)	19,160,980.00	17,971,200.00	17,381,300.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	N/A
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	N/A
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	N/A
Hazardous waste Others (kilograms)	19,160,980.00	17,971,200.00	17,381,300.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	12.42	9.32	8.70
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	11.66	8.61	8.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.77	0.71	0.66

Additional explanation : *(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost*

(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2024	2025	2026
Total reused/recycled waste (Kilograms)	310,652.18	235,631,180.00	229,224,950.00
Reused/Recycled non-hazardous waste (Kilograms)	291,494.20	217,702,410.00	213,132,210.00
Reused/Recycled hazardous waste (Kilograms)	19,157.98	17,928,770.00	16,092,740.00

	2024	2025	2026
Percentage of total reused/recycled waste to total waste generated (%)	0.10	99.82	99.39
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	0.10	99.83	99.94
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.10	99.76	92.59

Additional explanation : *Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost*

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

Air Quality Management

The Company recognizes air quality management as a critical aspect of environmental performance, particularly in relation to emissions from production processes and supporting activities. The Company systematically analyzes sources of air pollutants to identify root causes and implement appropriate control measures, ensuring that emissions are treated before being released into the atmosphere. Key air pollutants such as dust, NOx, SOx, and CO are continuously monitored and managed through established control systems. At the same time, the Company actively evaluates and adopts new technologies and innovations to enhance emission control and improve air quality performance. The Company also acknowledges potential risks, including improper control of air emissions and non-compliance with regulatory requirements, which may result in environmental impacts and legal consequences. Therefore, effective monitoring, compliance management, and continuous improvement are emphasized to ensure safe, compliant, and environmentally responsible operations.

Management Approach

Air Pollution Management

The Company adopts a systematic approach to air emission management by identifying emission sources from production processes and supporting activities, analyzing root causes, and implementing appropriate control measures to minimize environmental impacts. Key air pollutants such as NOx, SOx, CO, and particulate matter are treated and controlled prior to release to the atmosphere to ensure compliance with applicable regulatory requirements.

To strengthen monitoring and compliance, the Company has installed Continuous Emission Monitoring Systems (CEMS) across three plants, with real-time data integrated into the Pollution Online Monitoring System (POMS) of the Department of Industrial Works. This enables continuous monitoring of emission performance, supports timely response to deviations, and enhances overall air quality management. The Company also continues to evaluate and adopt new technologies to improve emission control efficiency and environmental performance.

Dust Management

The Company implements targeted dust management measures across operational activities, including raw material handling, transportation, production processes, and storage, to minimize environmental impact and prevent potential effects on surrounding communities. Dust generated from high-temperature production processes is treated through a combination of cyclone systems and bag filters to reduce Total Suspended Particulates (TSP) to levels below regulatory limits, with collected dust selectively recycled for reuse as raw material.

For dust from storage and outdoor areas, preventive measures such as water spraying, material covering, wind direction control, and the establishment of green buffer zones are applied. In addition, the Company promotes employee awareness and participation through regular communication and initiatives on proper handling practices and energy efficiency, further strengthening environmental performance and operational responsibility.

FY2027 Action Plan

In FY2027, the Company will prioritize compliance with the new Notification of the National Environment Board on General Atmospheric Air Quality Standards (B.E. 2569) as a key focus area. The Company plans to strengthen its air emission management practices through the enhancement of monitoring systems, including the optimization of Continuous Emission Monitoring Systems (CEMS), and improvement of data accuracy and reporting processes to ensure alignment with the updated regulatory requirements.

In addition, operational controls and maintenance programs will be reviewed and upgraded to support emission reduction and prevent potential non-compliance. Capacity building and awareness programs will also be conducted for relevant employees to reinforce understanding of the new regulation and ensure effective implementation. These initiatives aim to enhance regulatory compliance, reduce environmental impacts, and support the Companys commitment to sustainable environmental performance.

Target : No Air Emission Violation (i.e. TSP, SOx, NOx, CO) more than regulatory and EIA

Reference link for company's greenhouse gas management plan	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	69-72

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Setting other greenhouse gas reduction targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2020 : Greenhouse gas emissions 657,798.00 tCO_2e	2030 : Reduced by 25% in comparison to the base year	2045 : Reduced by 90% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2020 : Greenhouse gas emissions 657,798.00 tCO_2e	2030 : Reduced by 25% in comparison to the base year	2045 : Reduced by 90% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Highlighted Implementation and Activities

Continuous Emission Monitoring System (CEMS)

The Company has strengthened its air emission management through the implementation of Continuous Emission Monitoring Systems (CEMS) across three plants, with real-time data integrated into the Pollution Online Monitoring System (POMS) of the Department of Industrial Works (DIW). This system enables continuous monitoring of key emission parameters, including dust, NOx, SOx, and CO, supporting timely identification of deviations and effective regulatory compliance.

As part of continuous improvement efforts, the Company has enhanced real-time monitoring practices and preventive maintenance of air pollution control equipment, particularly baghouse systems, to ensure stable emission control performance. These improvements were implemented to prevent emission exceedances and enhance overall environmental performance.

360 CCTV Monitoring for Safety and Environmental Control

The Company enhanced its safety and environmental monitoring capabilities by installing 360-degree CCTV systems at SCSC to enable real-time observation of operational areas. The system is designed to support proactive monitoring of potential safety risks and environmental conditions, including dust and smoke emissions, allowing for early detection and timely response to abnormal situations before they impact surrounding communities. This initiative helps strengthen operational control, improve site visibility, and reduce the risk of incidents related to workplace safety and air quality. The implementation also supports continuous improvement in environmental performance and reinforces the Companys commitment to safe and responsible operations.

Information on greenhouse gas management

The company's greenhouse gas emissions

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

Greenhouse Gas Emissions Intensity

	2024	2025	2026
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.026227	0.026192	0.025412
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	607.53	620.05	631.08
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of raw material)	0.61900000	0.62200000	0.62100000

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Bureau vertification (Thailand) Co., Ltd.

Reference file for the greenhouse-gas verifier entity. : https://esgmedia-setlink.setgroup.or.th/report/0692/2026/1782270678290.pdf

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2024	2025	2026
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2024	2025	2026
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights, Others : Corporate Governance and Promoting Ethical Behaviors, Risk Management

Policies, practices, indicators, and monitoring and evaluation of such indicators are established.

Human Rights and Human Resource Management

Management Approach

Human Rights

The Company values and respects human rights in all aspects of its business operations, in line with the Tata Code of Conduct (TCoC), applicable laws, and international standards such as the United Nations Global Compact (UNGC) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The Company is committed to treating employees fairly without discrimination, promoting labor rights and equality, and providing a safe and appropriate working environment. The Company does not employ child labor and does not use forced or involuntary labor in any form. In addition, the Company respects the rights of customers, business partners, and stakeholders across the value chain, and conducts its business in a professional, fair, and transparent manner.

In addition, the Company places importance on community engagement, resource protection, and the management of human rights impacts through appropriate risk assessment, monitoring, and management processes. The Company encourages employees to be aware in performing their duties and to help prevent potential human rights violations, as well as to monitor and report any concerns. Channels for reporting grievances are established, and appropriate actions are taken to address and prevent human rights impacts. Further details of the Human Rights Policy are available on the Companys website.

The Company communicates its human rights expectations clearly to all stakeholders, including employees, suppliers, contractors, and business partners. Suppliers and business partners are required to comply with the Tata Code of Conduct and relevant human rights requirements as part of the Companys selection and management processes, including contractual obligations and ongoing communication.

Furthermore, the Company promotes human rights awareness through training programs for employees, particularly in functions with higher exposure to human rights risks, such as human resources, to ensure that human rights principles are properly understood and applied in their work.

Human Rights Governance

The Company attaches importance to respecting and protecting human rights throughout its value chain, guided by internationally recognized frameworks. The human rights governance structure is designed to cover all levels, from policy formulation to site-level implementation, enabling the Company to effectively manage risks, identify key issues, and respond to human rights concerns.

The Board of Directors provides the highest level of oversight on human rights, with responsibilities that include setting policies and strategic direction, as well as approving related frameworks for implementation and risk management. The

Board also monitors performance through regular reporting to ensure compliance with international standards and applicable legal requirements, while promoting an organizational culture that respects human rights at all levels.

The Human Resources Committee TSTH Group is responsible for overall management, consisting of representatives from all functions The committee is responsible for setting action plans, driving implementation in line with policy, and monitoring and evaluating performance on human rights issues. It also develops approaches for risk management, due diligence, and grievance mechanisms.

At the operational level, the Company assigns Human Resource Committees at each site to drive implementation, including applying the established approaches, monitoring site-specific risks, handling and resolving grievances, and communicating and raising awareness among employees and local stakeholders. Site coordinators report to the Human Rights Steering Committee to ensure alignment and consistency of implementation across the organization.

Human Rights Action Plan

The Company has established a human rights action plan under its FY27 business plan, focusing on systematic risk management and awareness raising within the organization through various initiatives. These include Human Rights Risk Assessment to identify risks related to business operations across the value chain, as well as the development of action plans to prevent, mitigate, and reduce potential impacts appropriately.

In addition, the Company places importance on enhancing employees understanding of human rights by providing training and e-learning programs on human rights, as well as organizing workshops for management and employees at various levels to strengthen awareness and promote practices aligned with human rights principles. These efforts are integrated into business processes to support responsible and sustainable operations in the long term.

Grievance Mechanisms and Human Rights Complaint Handling

The Company has established grievance and whistleblowing mechanisms under the Whistleblower Policy, covering complaints or concerns related to human rights violations, discrimination, and misconduct that is inconsistent with the Tata Code of Conduct. Stakeholders are able to report concerns through multiple channels.

These channels include reporting to the Chairperson of the Audit and Risk Review Committee, through ethics counsellors, or via the TCoC helpline, which is operated by an independent third party with expertise in handling grievance information, ensuring that the process is impartial, transparent, and auditable. In addition, the Company provides grievance channels through its website to facilitate stakeholders.

The Company ensures the protection of whistleblowers by maintaining confidentiality of personal information and anonymity, and conducts investigations and resolves complaints in a fair, transparent, and effective manner to ensure that human rights issues are addressed appropriately and in a timely manner.

Target and Goals

1) O Complaints or incidents related to human rights violations, inequality or unfair labor practices
2) Employee attrition rate among Star Performers less than 2%
3) Average taining hours are more than 7 days per person
4) Femail employees ratio 20% at Management Level , 18.5% of total employees

Reference link for social and human rights policy and guidelines	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	96

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes

Changes in social and human rights policies, guidelines, and/or goals	:	Others : Human Rights Action Plan

The Company has established a human rights action plan under its FY27 business plan, focusing on systematic risk management and awareness raising within the organization through various initiatives. These include Human Rights Risk Assessment to identify risks related to business operations across the value chain, as well as the development of action plans to prevent, mitigate, and reduce potential impacts appropriately. In addition, the Company places importance on enhancing employees understanding of human rights by providing training and e-learning programs on human rights, as well as organizing workshops for management and employees at various levels to strengthen awareness and promote practices aligned with human rights principles. These efforts are integrated into business processes to support responsible and sustainable operations in the long term.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No

Information on other social management

Plans, performance, and outcomes related to other social management

Customer Satisfaction & Relationship

Management Approach

The Company has established a clear management structure for customer satisfaction and customer relationship management. This area is overseen by senior management, with the management team jointly monitoring performance on a continuous basis. Dedicated functions are responsible for day-to-day operations, complaint management, and the improvement of product and service quality, while working in an integrated manner with relevant functions across the organization. The Company has also put in place strategies and action plans aimed at enhancing customer satisfaction, improving work processes, applying technology to support service delivery, and leveraging customer information to continuously improve operations.

Driving a Customer-Centric Organizational Culture

The Company systematically promotes a customer-centric organizational culture to continuously strengthen customer relationships, trust, and positive customer experiences. To support this effort, the Company has established the Apex Customer Centricity Committee and the Customer Centricity Core Team as key mechanisms for setting strategies and action plans. These bodies integrate the work of the management team, sales representatives, technical teams, and the Customer Service Team (CST) to work closely with customers, including customer visits for each product group and regular performance follow-up by the President and Chief Executive Officer. In parallel, the Company promotes internal activities such as Customer Pause and Share from Your Chairs to reflect the voice of customers and connect customer insights to continuous improvement across the organization.

Customer Relationship Management Process

The Company has established a structured customer relationship management process covering the development and strengthening of customer relationships, the management of complaints and feedback, and the maintenance of long-term relationships through listening to the voice of customers and ongoing follow-up. This process enables the Company to leverage customer information and needs to continuously improve its products, services, and operations, thereby enhancing customer satisfaction, strengthening trust, and building sustainable long-term relationships with customers.

Highlighted Implementation and Activities

The Company places importance on customer satisfaction and relationship management as core business processes, guided by a customer-centric approach to effectively respond to customer needs. These efforts cover the entire process, from capturing customer feedback and assessing satisfaction, to improving product and service quality, as well as systematically managing customer complaints.

1) Customer Feedback and Its Utilization

2) Customer Visits

3) Customer Satisfaction Assessment

4) Customer Complaint Management

5) Enhancing Product Quality and Value Creation for Customers

6) Enhancing Process Efficiency and Customer Service

7) Digital Channel Development and Customer Experience Enhancement

8) Product Development and Quality Enhancement through Innovation and Technology

9) Enhancing Transparency and Sustainability of Product Information

10) Customer Engagement Activity

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2024	2025	2026
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0

	2024	2025	2026
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	4
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Human Resource Management

The Company places importance on human resource management as a key factor in driving the organization toward sustainable success. The Company focuses on creating a fair, transparent, and supportive working environment that enables the development of employees potential at all levels, alongside effective governance. This approach aims to promote employee participation, engagement, and long-term organizational growth.

Human Resource Management Governance

To ensure fairness and transparency in human resource management, the Company has established a clear governance structure, including a Human Resources Committee composed of senior management and representatives from relevant functions. The committee convenes to consider, approve, provide opinions, and make recommendations on overall human resource management, covering employees at all levels on an equitable basis and adhering to the principle of non-discrimination.

In addition, the Company has established a Welfare Committee within the workplace, consisting of elected employee representatives, to provide employees with the opportunity to participate in providing feedback and co-managing welfare arrangements. The objective is to ensure that welfare programs are aligned with the actual needs of employees. This structure supports effective, transparent, and inclusive human resource management, taking into account the interests of employees across all groups.

Human Resource Management Action Plan

The Company has established a human resource management action plan for FY2027, focusing on continuously strengthening organizational and workforce capabilities. This includes succession planning for key positions, as well as implementing cost optimization measures, particularly through reducing overtime (OT) hours and managing contractor workforce effectively. In addition, the Company leverages digital technologies to enhance operational efficiency, such as developing automated systems for overtime calculation and payment. The Company also places importance on developing employee capabilities at all levels through skill development plans covering technical, functional, and future skills, as well as leadership development and knowledge sharing across regional operations to enhance performance in line with best practices within the Group. Furthermore, the Company conducts employee satisfaction surveys on a regular basis to analyze the results and improve human resource management in alignment with employees needs, while supporting sustainable organizational growth.

Reference link for employee and labor management plan : https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

Page number of the reference link : 98

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals? : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Training Manday	2025: Training Manday > 6 days/prs.	2026: Training Manday > 7 days/prs.
• Promoting employee relations and participation	Attrition Rate	2025: Attrition Rate	2026: Employee attrition Rate among Star Performers less than 2%
• Others : Complaints or incidents related to human rights violations, inequality, or unfair labor practices	Number of Complaints	2026: 0	2026: 0
• Others : Portion of female employees 18.5% of total employee, 20% of management level	%	2026: 18.5% , 20%	2026: 18.5% , 20%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Highlighted Implementation and Activities

Fair Labor Practices

The Company promotes human resource management based on the principles of equality and fairness, with emphasis on non-discriminatory employment practices and recruitment based on capability and integrity. The Company does not discriminate on the basis of personal characteristics such as race, religion, gender identity, age, sexual orientation, disability, or nationality. Employees are treated appropriately across all groups, including vulnerable groups such as persons with disabilities, to ensure that they are able to work safely and in accordance with their individual capabilities. In terms of remuneration, the Company establishes a fair and equitable compensation structure between male and female employees, with no significant differences in pay across genders at each level. The Company also strictly prohibits child labor and does not accept any form of forced or involuntary labor. Measures are in place to monitor and ensure that the Companys operations and supply chain comply with human rights principles and applicable laws.

In addition, the Company maintains close oversight of labor practices by regularly monitoring working hours and overtime payments to ensure compliance with legal requirements, with reporting to management at each site level. Measures are also implemented to manage excessive working hours, such as reducing unnecessary overtime. In parallel, the Company provides grievance channels through the TCoC Hotline, allowing employees and stakeholders to safely and confidentially report concerns or inappropriate conduct. This reflects the Companys commitment to upholding human rights principles and fair labor practices on an ongoing basis.

The Company respects employees rights to freedom of association and collective bargaining in accordance with applicable labor laws. Employees are provided with opportunities to express opinions, provide feedback, and participate in dialogue with management through various mechanisms, such as employee committees and internal communication channels. The Company promotes a culture of constructive participation, transparency, and fairness to support positive and sustainable relationships between employees and the organization.

Diversity, Equity, and Inclusion (DE&I)

The Company promotes diversity, equity, and inclusion within the organization through employee engagement mechanisms at multiple levels. Various committees are established, such as the Welfare Committee, Employee Committee, Womens Committees at each plant, and the Human Resources Committee, to serve as platforms for exchanging views, discussing key issues, and systematically communicating employee feedback to management. These mechanisms support human resource management that comprehensively considers the needs of employees across all groups.

In addition, the Company continuously implements initiatives and improves welfare programs based on employee feedback, particularly for female employees, including self-defense training, provision of lactation rooms, and health benefits such as breast cancer screening. These efforts reflect the Companys commitment to employees well-being. The proportion of female employees, both overall and at the management level, has shown a continuous increase, demonstrating the Companys commitment to promoting equal opportunities and inclusion in a sustainable manner.

Employee Capability and Development

The Company places importance on systematically developing employee capabilities by establishing a framework for skills and competency development aligned with business needs and future changes. This framework covers core knowledge required for work, functional skills, business knowledge, and leadership development, to ensure that employees are well equipped to perform effectively and respond to future challenges. The Company also promotes the development of new skills, including the application of digital technologies, automation systems, and artificial intelligence (AI), to enhance organizational capabilities.

Employee development is carried out under the 70-20-10 learning approach, emphasizing on-the-job learning, knowledge sharing, and both internal and external training. The Company also promotes a learning culture through various initiatives such as knowledge-sharing across functions, development of internal trainers, and experience-sharing activities from management and employees. In addition, the Company encourages employees to participate in innovation and process improvement through initiatives such as Kaizen, as well as the application of AI and data analytics in daily work, to enhance efficiency and create value for the organization.

In terms of performance measurement, the Company sets a target for all employees to receive continuous development, with average training days of no less than 7 days per person per year. The Company also aims to develop an organizational culture toward becoming a learning organization to support sustainable growth in the long term. Examples of employee development initiatives include

Train the Trainer Program

The Company promotes the development of internal trainers through the Train the Trainer program to enhance their capability in delivering knowledge and specialized skills to employees. The program focuses on developing communication skills, course design, and knowledge transfer aligned with business operations. As a result, the Company has developed 20 internal trainers capable of delivering 25 training courses, improving the effectiveness of internal knowledge transfer.

Kaizen Award and Recognition Day

The Company implements the Kaizen Award and Recognition Day programs to encourage employees to participate in continuous improvement of work processes. Employees are provided with opportunities to propose ideas to enhance efficiency, reduce waste, and create value for the organization. This has resulted in 1,147 improvement initiatives and generated estimated cost savings of approximately THB 640 million per year.

TSTH Steel AI & Analytics Minds Program

The Company implements the TSTH Steel AI & Analytics Minds program to promote the application of artificial intelligence (AI) and data analytics in work processes. Employees are encouraged to develop ideas and digital solutions to improve efficiency and reduce costs. During the past year, a total of 85 AI and analytics projects were implemented, generating significant business outcomes in terms of productivity improvement and cost reduction, with total potential savings of approximately THB 22 million.

Performance Management

The Company has continuously developed its performance management system by integrating sustainability goals into key performance indicators (KPIs) for supervisory, managerial, and senior management levels, to ensure alignment with business direction and the Companys sustainability objectives.

All supervisory and management employees are required to establish a Performance Contract, which includes KPIs and targets across three key areas: (1) performance linked to business and sustainability objectives; (2) project and committee participation, including working behavior and attitudes in alignment with Company policies; and (3) other responsibilities aligned with the Companys direction. This system promotes two-way communication, ongoing monitoring, and continuous feedback to support systematic employee development.

Performance evaluation results are used as key inputs for compensation decisions, annual bonus payments, employee development, and career progression. This approach helps to motivate employees, encourage continuous self-development, and support the Companys long-term success.

Workforce Compensation Management

The Company emphasizes appropriate, fair, and competitive compensation management by aligning its compensation policy with both short-term and long-term Company performance, as well as individual performance at each level. Compensation considerations are based on key factors including internal equity, market competitiveness, and individual performance, to support sustainable value creation for the organization.

The Company links compensation and bonuses to performance alongside sustainability performance, with oversight mechanisms from the Board and senior management to ensure transparency and effectiveness. In addition, the Company places importance on equal opportunity and equitable compensation. Female employees represent 18.5% of the total workforce, and their compensation accounts for 20.4%, reflecting the Companys commitment to fairness and diversity in compensation management.

The Company adheres to the principle of equal pay and non-discrimination, in full compliance with applicable labor laws, and is committed to reducing unjustified pay gaps to promote fairness and transparency across all levels of the organization.

Employee Engagement

The Company emphasizes strengthening employee engagement through structured participation and open communication between the Human Resources function, supervisors, and employees at all levels. This is supported by formal feedback mechanisms, including quarterly engagement sessions between senior management and employees, as well as reverse feedback processes that allow employees to provide input to their supervisors, thereby enhancing working relationships. Additionally, the Company supports flexible working arrangements through the Virtual Office policy and promotes employee well-being through initiatives such as Mental Health Talks. These efforts are aimed at improving employees quality of life and overall well-being.

Welfare and Benefits

The Company places importance on enhancing employees quality of life throughout all stages of employment by providing comprehensive welfare and benefits covering health, security, and well-being for employees and their families. The Company also provides opportunities for employees to share feedback and suggestions through various channels, such as the Welfare Committee, Employee Committee, and direct communication with management. Such feedback is used to continuously improve the working environment, facilities, and overall quality of life, ensuring alignment with employees needs and enhancing overall satisfaction.

Employee Relations Activities

The Company continuously promotes positive relationships among employees, their families, and the organization by prioritizing employee care at all stages of life. This includes activities such as celebrating important occasions of employees, supporting education for employees children, and providing support during times of illness or loss. In addition, the Company systematically implements well-being programs covering physical health, mental health, financial well-being, and overall quality of life, such as sports activities, recreational activities, CSR activities, and knowledge sharing on financial planning and health. These initiatives aim to enhance work-life balance and strengthen long-term employee engagement. Examples of activities include

Scholarship Support for Employees Children

The Company recognizes the importance of education and provides scholarship support for employees children. The Petch Nam Nueng scholarship has been awarded continuously for 13 years to recognize and support high-performing students among employees children. In addition, the Company has introduced a new scholarship program, Prakai Dao, to support and promote the development of specialized talents among employees children. In 2025, the Company awarded 75 Petch Nam Nueng scholarships, 5 Prakai Dao scholarships, and provided educational support for textbooks to 65 recipients.

Health Promotion Activities

The Company organizes various health-related activities. For office-based employees at the headquarters, activities such as Chair Yoga: Small Moves to Prevent Office Syndrome are conducted to address risks associated with office work. At plant locations, programs such as Stay Away from NCDs are organized to raise awareness of cardiovascular health risks, including factors such as cholesterol, blood pressure, and blood sugar levels. In addition, the Move for Health 2025 program encourages employees to exercise and manage their diet, with a point-based reward system to promote participation. These initiatives aim to enhance employees health awareness and overall well-being.

Rewards and Recognitions

The Company provides various forms of rewards and recognition to reflect the value and contributions of employees at both individual and team levels. These include recognizing and rewarding role model and outstanding employees, acknowledging the achievements of working groups that create positive outcomes, and organizing competitions to promote continuous improvement, innovation, and safety, such as the Kaizen Award, DMAIC Competition, and Customer Smile initiatives, as well as providing performance-based incentive payments. These practices help enhance employee morale, strengthen engagement, and foster a performance-driven and collaborative work culture, which are key factors contributing to the Companys long-term sustainability and success.

Diagram of performance and outcomes for employee and labor management

Recognition days_FY2026 - H.O.

Recognition days_FY2026 -NTS.

Recognition days_FY2026 -SCSC.

Recognition days_FY2026 -SISCO.

Information on employment

Employment

	2024	2025	2026
Total Employment (Person)	2,080	1,954	2,026
Percentage of employees to total employment (%)	51.97	54.76	52.67
Percentage of non-employee workers to total employment (%)	48.03	45.24	47.33
Total employees (persons)	1081	1070	1067
Male employees (persons)	887	872	870
Percentage of male employees (%)	82.05	81.50	81.54
Female employees (persons)	194	198	197
Percentage of female employees (%)	17.95	18.50	18.46

	2024	2025	2026
Total of workers who are not employees (**Person**)	999	884	959
Male workers who are not employees (Person)	769	681	739
Percentage of male non-employee workers (%)	76.98	77.04	77.06
Female workers who are not employees (Person)	230	203	220
Percentage of female non-employee workers (%)	23.02	22.96	22.94

Number of employees categorized by age

	2024	2025	2026
Total number of employees under 30 years old (Persons)	138	143	148
Percentage of employees under 30 years old (%)	12.77	13.36	13.87
Total number of employees 30-50 years old (Persons)	730	694	673
Percentage of employees 30-50 years old (%)	67.53	64.86	63.07
Total number of employees over 50 years old (Persons)	213	233	246
Percentage of employees over 50 years old (%)	19.70	21.78	23.06

Number of male employees categorized by age

	2024	2025	2026
Total number of male employees under 30 years old (Persons)	112	112	122
Percentage of male employees under 30 years old (%)	12.63	12.84	14.02

	2024	2025	2026
Total number of male employees 30-50 years old (Persons)	590	561	538
Percentage of male employees 30-50 years old (%)	66.52	64.33	61.84
Total number of male employees over 50 years old (Persons)	185	199	210
Percentage of male employees over 50 years old (%)	20.86	22.82	24.14

Number of female employees categorized by age

	2024	2025	2026
Total number of female employees under 30 years old (Persons)	26	31	26
Percentage of female employees under 30 years old (%)	13.40	15.66	13.20
Total number of female employees 30-50 years old (Persons)	140	133	135
Percentage of female employees 30-50 years old (%)	72.16	67.17	68.53
Total number of female employees over 50 years old (Persons)	28	34	36
Percentage of female employees over 50 years old (%)	14.43	17.17	18.27

Number of employees categorized by position

	2024	2025	2026
Total number of employees in operational level (Persons)	685	681	689

	2024	2025	2026
Percentage of employees in operational level (%)	63.37	63.64	64.57
Total number of employees in management level (Persons)	329	325	315
Percentage of employees in management level (%)	30.43	30.37	29.52
Total number of employees in executive level (Persons)	67	64	63
Percentage of employees in executive level (%)	6.20	5.98	5.90

Number of male employees categorized by position

	2024	2025	2026
Total number of male employees in operational level (Persons)	624	614	620
Percentage of male employees in operational level (%)	70.35	70.41	71.26
Total number of male employees in management level (Persons)	209	207	200
Percentage of male employees in management level (%)	23.56	23.74	22.99
Total number of male employees in executive level (Persons)	54	51	50
Percentage of male employees in executive level (%)	6.09	5.85	5.75

Number of female employees categorized by position

	2024	2025	2026
Total number of female employees in operational level (Persons)	61	67	69

	2024	2025	2026
Percentage of female employees in operational level (%)	31.44	33.84	35.03
Total number of female employees in management level (Persons)	120	118	115
Percentage of female employees in management level (%)	61.86	59.60	58.38
Total number of female employees in executive level (Persons)	13	13	13
Percentage of female employees in executive level (%)	6.70	6.57	6.60

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : No

Number of male employees working in Thailand

	2024	2025	2026
Bangkok Metropolitan (Person)	65	63	N/A
Central (Person)	245	243	N/A
Eastern (Person)	577	566	N/A

Number of female employees working in Thailand

	2024	2025	2026
Bangkok Metropolitan (Person)	93	94	N/A
Central (Person)	38	38	N/A

	2024	2025	2026
Eastern (Person)	63	66	N/A

Employment of workers with disabilities

	2024	2025	2026
Total employment of workers with disabilities (persons)	4	4	4
Percentage of disabled workers to total employment (%)	0.19	0.20	0.20
Total number of employees with disabilities (Persons)	4	4	4
Total male employees with disabilities (persons)	4	4	4
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.37	0.37	0.37
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

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

	2024	2025	2026
Total male employee remuneration (baht)	658,544,053.73	630,548,522.54	942,559,794.75
Percentage of remuneration for male employees (%)	79.80	80.53	81.54
Total female employee remuneration (baht)	166,666,986.20	152,470,968.74	213,430,205.25
Percentage of remuneration for female employees (%)	20.20	19.47	18.46
Average of remuneration of employees (Baht/persons)	763,377.46	731,793.92	1,083,402.06
Average of remuneration for male employees (Baht/persons)	742,439.74	723,106.10	1,083,402.06
Average of remuneration for female employees (Baht/persons)	859,108.18	770,055.39	1,083,402.06
Rate of average of remuneration between female employees and male employees	1.16	1.06	1.00

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The companys provident fund is managed by SCB Asset Management Co., Ltd. The selection of the fund manager must be approved by the Provident Fund Committee, which conducts a review of the asset management company every two years. There are three investment policy options available: Fixed Income Policy, Mixed Equity Policy and Foreign Equity Mutual Fund Policy. Employees may choose to allocate their investment across these policies to suit their individual needs. Employees can select their contribution rate ranging from 2% -15% and the companys contribution ranges from 3% -10%, depending on the employees years of membership in the fund.

Reference link to provident fund management policy and guidelines : https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

Page number of the reference link : 190

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2024	2025	2026
Number of employees eligible to participate in PVD (persons)	1081	1070	1067
Number of employees joining in PVD (persons)	1027	966	975
Number of PVD members / Total employees (%)	95.00	90.28	91.38
Number of PVD members / Total eligible employees (%)	95.00	90.28	91.38

Amount of provident fund

	2024	2025	2026
Total amount of provident fund contributed by employer (baht)	42,897,763.49	42,704,617.79	42,650,354.69

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
TATA STEEL (THAILAND) PUBLIC COMPANY LIMITED	Yes	1,067	1,067	975	91.38	91.38

Information on employee development

Employee training and development

	2024	2025	2026
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	6.49	6.10	7.30
Total amount spent on employee training and development (Baht)	7,841,621.15	4,436,867.54	5,166,414.25
Percentage of training and development expenses to total expenses (%) (*)	0.000315	0.000178	0.000214
Percentage of training and development expenses to total revenue (%) (*)	0.000313	0.000175	0.000195

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Information on safety, occupational health, and work environment

Number of working hours

	2024	2025	2026
Total number of hours work (Hours)	4,931,927.00	4,802,263.00	4,863,728.00
Total number of hours worked by employees (Hours)	2,498,855.00	2,454,013.00	2,484,159.00
Total number of hours work by non-employee (Hours)	2,433,072.00	2,348,250.00	2,379,569.00

Statistic of accident and injuries of employees from work

	2024	2025	2026
Total number of lost time injury incidents by employees (Cases)	1	1	1

	2024	2025	2026
Total number of employees that lost time injuries for 1 day or more (Persons)	1	1	1
Percentage of employees that lost time injuries for 1 day or more (%)	0.09	0.09	0.09
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.40	0.41	0.40
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.08	0.08	0.08

Additional explanation : *(*) The company with the total number of employees over 100 or more*

(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2024	2025	2026
Total number of employee turnover leaving the company voluntarily (persons)	38	51	30
Total number of male employee turnover leaving the company voluntarily (persons)	28	34	26
Total number of female employee turnover leaving the company voluntarily (persons)	10	17	4
Proportion of voluntary resignations (%)	3.52	4.77	2.81
Percentage of male employee turnover leaving the Company voluntarily (%)	73.68	66.67	86.67

	2024	2025	2026
Percentage of female employee turnover leaving the Company voluntarily (%)	26.32	33.33	13.33

	2024	2025	2026
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://tatasteelthailand.com/wp-content/uploads/2022/05/Personal-Data-Protection-Policy-of-Stakeholders-in-relation-to-Business-Operations.pdf

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	https://tatasteelthailand.com/e-book/code-conduct/en/
Page number of the reference link	:	18

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://tatasteelthailand.com/e-book/code-conduct/en/
Page number of the reference link	:	18

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Customer Satisfaction & Relationship

The Company regards customer satisfaction and customer relationship management as key factors in supporting business operations and value creation. These efforts help strengthen customer confidence, retain the customer base, and continuously create business opportunities. This gives rise to impacts, risks, and opportunities in both the economic and social dimensions. Customer dissatisfaction may affect revenue, corporate reputation, and the costs of resolving issues, while continuous improvements in product and service quality can strengthen the Companys competitive advantage and unlock further business opportunities. These impacts primarily arise in downstream activities, including product distribution, customer service, and communication with customers, as well as in internal operations related to quality control and complaint management. Furthermore, process improvements can also support more efficient resource utilization from an environmental perspective. The Company therefore adopts a customer-centric approach by continuously enhancing product and service quality, strengthening its complaint management system, and applying technology to improve operational efficiency, thereby mitigating adverse impacts, managing risks, and creating opportunities for sustainable growth.

Management Approach

The Company has established a clear management structure for customer satisfaction and customer relationship management. This area is overseen by senior management, with the management team jointly monitoring performance on a continuous basis. Dedicated functions are responsible for day-to-day operations, complaint management, and the improvement of product and service quality, while working in an integrated manner with relevant functions across the organization. The Company has also put in place strategies and action plans aimed at enhancing customer satisfaction, improving work processes, applying technology to support service delivery, and leveraging customer information to continuously improve operations.

Driving a Customer-Centric Organizational Culture

The Company systematically promotes a customer-centric organizational culture to continuously strengthen customer relationships, trust, and positive customer experiences. To support this effort, the Company has established the Apex Customer Centricity Committee and the Customer Centricity Core Team as key mechanisms for setting strategies and action plans. These bodies integrate the work of the management team, sales representatives, technical teams, and the Customer Service Team (CST) to work closely with customers, including customer visits for each product group and regular performance follow-up by the President and Chief Executive Officer. In parallel, the Company promotes internal activities such as Customer Pause and Share from Your Chairs to reflect the voice of customers and connect customer insights to continuous improvement across the organization.

Customer Relationship Management Process

The Company has established a structured customer relationship management process covering the development and strengthening of customer relationships, the management of complaints and feedback, and the maintenance of long-term relationships through listening to the voice of customers and ongoing follow-up. This process enables the Company to leverage customer information and needs to continuously improve its products, services, and operations, thereby enhancing customer satisfaction, strengthening trust, and building sustainable long-term relationships with customers.

Reference link for company's customer management	:	https://tatasteelthailand.com/wp-

plan		content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	104-108

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer satisfaction index	2026: 85	2027: 88
• Others : Maximum number of days required to respond to customers	Key customers: within 5 days Regular customers: within 14 days	2026: Key customers: within 5 days Regular customers: within 14 days	2027: Key customers: within 5 days Regular customers: within 14 days
• Others : The number of complaints	Numer of Complaint	2026: 34	2027: 27

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management	:	Yes

Highlighted Implementation and Activities

The Company places importance on customer satisfaction and relationship management as core business processes, guided by a customer-centric approach to effectively respond to customer needs. These efforts cover the entire process, from capturing customer feedback and assessing satisfaction, to improving product and service quality, as well as systematically managing customer complaints.

Customer Feedback and Its Utilization

The Company maintains an ongoing process for capturing customer feedback from both existing and potential customers through various channels, including customer visits by sales representatives and management, plant visits, online seminars, and digital platforms, as well as through Customer Visit Reports (CVR), which serve as a key tool for gathering customer insights, needs, and suggestions. The information collected is used to improve products, services, and internal processes in a timely manner, while key issues are regularly monitored and followed up through internal meetings to ensure continuous improvement and effective responsiveness to customer needs.

Customer Visits

The Company conducts customer visits in a systematic manner through coordinated efforts by management, sales, and technical teams, covering all product groups. These activities are closely monitored by the President to ensure alignment with the Companys strategy and enable effective and timely responses to customer needs. In FY2026, the average number of customer visits reached 116 per month, an increase from 109 visits per month in FY2025, reflecting the Companys continued commitment to strengthening customer engagement and responsiveness.

Customer Satisfaction Assessment

The Company conducts customer satisfaction surveys regularly on an annual basis, comprising surveys conducted by external research specialists, alternating with internal pulse surveys conducted by the Company. The surveys conducted by external parties cover customers across all product groups in both domestic and international markets, including former customers, end-users, contractors, construction material retailers, and other industry stakeholders. The objective is to assess customer satisfaction, expectations, and engagement with the Company. The internal pulse surveys also cover all product groups across domestic and international markets, focusing on key areas relevant to the Company to evaluate customer satisfaction, expectations, and engagement. Both survey approaches are designed to ensure data accuracy, objectivity, and strict confidentiality.

In FY2026, the Company conducted an internal pulse survey covering key aspects such as product quality, sales representative services, and overall operations. The results showed an overall satisfaction score of 85%, with product quality and sales services receiving particularly high ratings of over 90%. These results reflect strong customer confidence in the Companys products and services. The Company has further analyzed the survey results using an impact-performance matrix to identify areas for improvement and develop action plans led by the Customer Service Team (CST). The improvement initiatives cover product quality, service, communication, and complaint management, with the aim of enhancing customer satisfaction and strengthening long-term customer engagement.

Customer Complaint Management

Customer complaint management is an important part of the Companys operations. Clear procedures have been established, covering complaint receipt, resolution, follow-up, and prevention of recurrence. The Company has also implemented an information system to track complaint status at every stage, along with defined performance indicators on resolution time and number of complaints to ensure effective service quality control.

The Company has established maximum response times for handling complaints based on customer categories, with key customers receiving responses within 5 days and general customers within 14 days. In addition, customers are able to track the status of their complaints through the Companys application, enhancing transparency and strengthening confidence in the resolution process. In FY2026, the Company received a total of 34 quality-related complaints, primarily related to wire rod products, representing a significant decrease from the previous year. This improvement was driven by investments in machinery upgrades, collaborative trials with customers to optimize production parameters, and strengthened follow-up and monitoring processes. These efforts reflect the Companys continued commitment to improving product quality and implementing a proactive approach to complaint management.

Enhancing Product Quality and Value Creation for Customers

The Company focuses on developing products and services that create added value for customers through close engagement with stakeholders in construction projects, such as designers, project owners, and contractors. This engagement is conducted through direct visits, knowledge-sharing seminars, digital communication, and marketing activities, with the objective of gaining a deep understanding of customer needs and delivering solutions that effectively meet those needs, such as reducing steel usage, accelerating construction timelines, and minimizing material waste in projects.

The Company continuously develops new value-added products, including prefabricated stirrups, prefabricated foundation elements, and prefabricated column structures. These products contribute to increasing the proportion of value-added product sales and reflect the Companys ability to consistently respond to evolving market demands.

Enhancing Process Efficiency and Customer Service

The Company continuously improves the efficiency of its order processing and customer service through the implementation of the Sales Order (SO) Interface, which enhances convenience, speed, and reduces operational complexity for customers. At the same time, the Company closely monitors issues identified through Customer Visit Reports (CVR) and regularly discusses them in Quality Morning Meetings.

In addition, the Company has enhanced its internal processes by applying digital technologies and automation, including the use of Power Automate to improve document management and reporting processes. This helps reduce reliance on manual processes, improve data accuracy, and shorten processing time.

Furthermore, the Company has improved its Price Approval Workflow by converting data into structured formats to enhance transparency and traceability, while enabling integration with the SO Interface system. This improvement enhances business process agility and overall customer experience.

As a result, the number of quality-related complaints in FY2026 decreased significantly to 34 cases compared to the previous year, reflecting the effectiveness of continuous process improvements.

Digital Channel Development and Customer Experience Enhancement

The Company continues its digital transformation through the development of the Tata Connect Application, which facilitates order tracking, complaint management, and access to key documents. The Company has also expanded its distribution channels through online platforms.

In FY2026, the Company further enhanced the application by developing Tata Connect Application (Phase 2), adding real-time complaint submission and tracking features to improve transparency and customer experience.

In addition, the Company has introduced online ordering systems and digital product certification services, helping reduce paper usage and improve service efficiency.

Product Development and Quality Enhancement through Innovation and Technology

The Company focuses on enhancing production technology and product quality by collaborating with external experts to develop products and improve quality consistency through advanced production control systems such as FEMS.

In addition, AI technology has been applied to optimize production processes and adjust parameters according to specific product characteristics, resulting in more stable product quality.

At the same time, the Company applies the Figure-of-Eight Method to analyze root causes and reduce recurring issues, while strengthening the Management of Change (MoC) workflow to enhance sustainable quality management practices.

Enhancing Transparency and Sustainability of Product Information

The Company has improved its product labels by adding symbols that indicate the Electric Arc Furnace (EAF) production process and recycling. This enhancement helps clearly communicate information regarding production methods and efficient resource utilization to customers and stakeholders. At the same time, the Company has adopted AI-driven digital platforms to enhance communication efficiency, strengthen customer engagement, and support data-driven decision-making. These include the use of AI for creating infographics, developing video content for social media channels such as Facebook, deploying chatbots for the Line official platform, and analyzing production, sales, and market data to support strategic decision-making.

Customer Engagement Activity

In FY2026, the Company further advanced its customer-centric culture by translating this concept into tangible customer engagement initiatives through a Customer Event under the theme A Spirit of Quality Steel, alongside both offline and online marketing activities. These efforts aim to build trust, provide a platform for exchanging business perspectives, and continuously communicate the value and quality of the Companys products. This approach reinforces customer satisfaction, strengthens engagement, and delivers exceptional customer experience beyond expectations forming a critical foundation for the Companys sustainable growth.

Customer satisfaction

	2024	2025	2026
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	029371000
Fax	:	-
Email	:	tatatiscon.th@gmail.com
Companys website	:	www.tatasteelthailand.com
Address	:	555 Rasa One (Building B) 20th Floor, Phaholyothin Road Chatuchak, Bangkok 10900 Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://tatasteelthailand.com/en/sustainability/corporate-social-responsibility/

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life

Community Support and CSR

TSTH recognizes that community support and social responsibility are fundamental to sustainable business operations, particularly in the areas surrounding its operational sites, which are considered key stakeholders of the organization. Social responsibility operations help strengthen trust, foster good relationships, and gain acceptance from communities, which are important factors for business continuity.

The Company aims to reduce social and environmental impacts arising from its operations, while creating opportunities to improve quality of life, education, occupation, health, and the environment for communities through collaboration with government agencies, private sector organizations, and civil society. This is to mitigate impacts from significant risks that may arise, including conflicts with communities, lack of trust from stakeholders, and environmental impacts from industrial activities, which may affect the Companys reputation and business operations. At the same time, the Company recognizes opportunities to create Shared Value through community capacity development, promotion of grassroots economy, and the creation of a strong and equitable society. Therefore, the Company remains committed to continuously implementing social responsibility operations under sustainable development principles in order to manage impacts, reduce risks, and create opportunities together with communities in a balanced and sustainable manner.

Management Approach

The Company conducts community support and social responsibility operations under the sustainable development approach, aiming to create shared value among the organization, communities, and society through social responsibility policies, community development, and stakeholder engagement, covering the promotion of quality of life, education, occupation creation, social equality, health, safety, and environmental conservation.

Management Structure

The Company has a CSR and Sustainability Committee to oversee, determine direction, monitor performance achievement, and drive operations together with the Companys management. The Human Resources Department is responsible for planning and implementing CSR and community relations activities in each area and serves as the main unit in coordinating and conducting activities with local communities. The objectives are to build good relationships with communities, promote employee participation, develop the potential of youth and communities, support community enterprises, and continuously implement environmental and well-being projects through the establishment of annual action plans aligned with the goals and core mission of social mission operations, together with the context of each area and community needs, in order to create tangible and sustainable benefits.

CSR Mission Category

The Company places importance on building sustainable relationships with communities and society by comprehensively implementing its Corporate Social Responsibility (CSR) mission, covering the promotion of education, healthcare and environmental stewardship, respect for diversity, and community capacity development to improve peoples quality of life in a balanced and sustainable manner. These missions reflect the Companys commitment to growing alongside society while creating shared values together. The details of the missions are as follows:

1. Local Traditioal, Culture, and Education
2. Health,Safety,Environmental Conservation and Natural Resource Restoration
3. Diversity, Equity, and Inclusion
4. Livelihood and Skills Development

Action Plan

The Company plans to drive the Tata Steel for Every Life project in the financial year 2027 to strengthen safe, resilient, and sustainable communities through CSR operations aimed at improving the quality of life for people of all stakeholders by leveraging Tata Steels expertise and steel products together with the volunteer spirit of employees to create positive impacts on society. The Company will focus on building collaboration with schools, communities, elderly groups, customers, and local authorities to implement various activities such as developing vegetable growing areas in schools, supporting recycling and waste management, installing handrails and ramps to enhance safety in communities, supporting steel materials for public benefit projects, as well as utilizing leftover materials for educational and community purposes. In this regard, the Company aims to promote employee participation through volunteer activities to strengthen the Companys image in social responsibility and create sustainable development in the long term.

Reference link for company's community and social management plan	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	90-95

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups	No. of employees attended volunteering activities	2025: Percentage of employees attended volunteering activities (100%)	2026: Percentage of employees attended volunteering activities (100%)
• Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups	No. of people in community benefit from CSR projects	2025: 64,614 People	2026: 55,000 persons

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Highlighted Implementation and Activities

The Company conducts social responsibility activities with a focus on holistic community development, covering social, economic, and environmental dimensions through four key missions as follows:

- Promoting Local Tradition, Culture and Education
- Promoting Health, Safety, Environment Conservation and Natural Resource Restoration
- Promote Diversity, Equity & Inclusion
- Promote Livelihood and Skill Development

The key projects undertaken during the year and details of each project are as follows:

1. Doing Good in Honor of Her Majesty the Queen Mother Project

The Company, together with customers Siam Industrial Wire and Rasa One, conducted the Doing Good in Honor of Her Majesty the Queen Mother Project to facilitate and relieve difficulties for the public attending the Royal Cremation

Ceremony of Her Majesty Queen Sirikit the Queen Mother during January 7-8, 2026. The Company supported 2,000 sets of snacks and 2,000 fans for distribution to the public attending the royal ceremony. This activity reflected the collaboration between the Company and business partners in contributing to society, as well as demonstrating care and participation in supporting communities and society during an important national occasion.

2. Tree Planting and Forest Conservation Initiatives

The Company has continuously conducted tree planting, check dam construction, and ecosystem restoration activities together with communities surrounding the plants for more than 13 years. During the reporting year, the Company planted a total of 5,350 trees in Bangkok, Rayong, Chonburi, and Saraburi to increase green areas, restore ecosystems, and continuously raise environmental conservation awareness among surrounding communities and stakeholders.

3.Solar Cell Installation for Communities Solar for Life Project

The Company supported the installation of a solar energy system (Solar Cell) under the Solar for Life Project to promote the use of clean energy, reduce electricity expenses, and raise awareness of renewable energy among communities and educational institutions. On February 12, 2026, SCSC plant delivered a 10-kilowatt solar power generation system to Wat Krok Yai Cha School to support the use of clean energy within the school, reduce electricity consumption and related expenses, and serve as a learning center for renewable energy for students and communities in the area, thereby promoting sustainable environmental development and quality of life

4.Survival Kit Distribution for the Underprivileged

The Company conducted home visit initiatives and supported the quality of life of the elderly and underprivileged in collaboration with public health authorities and local agencies to promote well-being and support people in communities requiring care. On March 19, 2026, the Company, together with Tha Luang Subdistrict Municipality, Tha Ruea District, Phra Nakhon Si Ayutthaya Province, distributed survival kits to 5 underprivileged households. This activity reflected the collaboration among the Company, public sector, and communities in improving quality of life and strengthening society sustainably.

Awards and Certificates

In 2026, the Company was honored with the CSR-DPIM Continuous Award 2025 by the Department of Primary Industries and Mines, recognizing its continuous implementation of social responsibility initiatives as a mining and basic industry operator.The award reflects the Companys commitment to conducting business alongside sustainable community, social, and environmental development. The award presentation ceremony was held at Rama Gardens Hotel, Bangkok, with companies within the Group, namely SCSC plant, SISCO plant, and NTS plant, jointly receiving the award in 2026.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from social development?	:	Yes

	2024	2025	2026
Beneficiaries of the company's community development projects (Persons)	67,500.00	64,614.00	82,371.00

Expenses from social and environmental development project

	2024	2025	2026
Total financial contribution to community/social development projects or activities (Bath)	1,890,000.00	1,060,000.00	1,560,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.007581	0.004258	0.006461
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.007548	0.004185	0.005887

Additional explanation : (*) *Total revenues and total expenses from total financial statement*

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company is committed to conduct business with conscience to all groups of stakeholders as reflected in its compliance with the principles of good corporate governance as recommended by the Stock Exchange of Thailand, notifications of the Office of the Securities and Exchange Commission, provisions of laws, and other regulations. The Company also aims at developing its business in accordance with or exceeding existing regulatory requirements, in line with the corporate governance directives of fairness and transparency for improvement of its practices to the international standard.

Accordingly, in addition to strictly conducting business transactions with the highest level of work ethics as established in the Tata Code of Conduct (TCoC), the Company has documented policy and principles of good corporate governance in the Companys Corporate Governance Manual since 2005. The same is reviewed regularly and updated to reflect the changes in the economic and business landscape. The contents include the principles and practices, responsibilities of the Companys Directors and Committees, shareholders rights and equitable treatment of shareholders, the role of stakeholders, internal controls and risk management.

Furthermore, the Board of Directors has considered the implementation of Corporate Governance Code (CG Code) of the Securities and Exchange Commission to be appropriately deployed in the context of the Companys business

Reference link for the full version of corporate governance policy and guidelines : https://tatasteelthailand.com/wp-content/uploads/2026/05/Corporate-Governance-Policy_20260325.pdf

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Company follows a matrix of the desired capability/expertise mix of the Directors in the Board.The Corporate Governance, Nomination & Remuneration Committee is comprised of three Directors, two of whom are Independent Directors and is chaired by an Independent Director. The Committee is responsible for the selection of Directors and top management, before proposing to the Board of Directors and/or the shareholders meeting for an election or appointment. The selection of the Directors does not only rely on the Committees judgement but also needs to be in line with the guidelines and principles approved by the Board of Directors. The Committee ensures that the qualifications of the selected Directors are aligned to the Companys business strategy. The Company also considers the list of Directors available from (1) Recommendations from current Board members (2) Professional search firm and (3) The IOD director pool, while selecting Directors.

The selection of an Independent Director is discussed and agreed by the Corporate Governance, Nomination & Remuneration Committee. The Companys definition of Independent Director is in line with the guidelines specified by the SEC so that they can act independently suitable with specific nature of the Company.

Qualifications of Director

1. Possesses the required qualifications with no prohibited characteristics as specified in the Companys Articles of Association, the Public Company Limited Act and the Stock Exchange regulations.
2. Persons with capabilities, experience and diversity of skills, knowledgeable, competent, leadership, varied perspectives, ethical, transparent and ability to express opinions independently.
3. Persons who can devote sufficient time to attending Board and Committee meetings to monitor Companys operation. Holding of Board positions in other companies should be limited to an appropriate number.
4. Persons who are not Directors, Executives, Shareholders or Partners with substantial shareholding of the similar or competitive business operations or business operations that may provoke conflict of interest with the Company.
5. For the Director who is the President & CEO, the selection consideration would also be based on his/her past performance and result of appropriate evaluation.

Qualifications of Independent Director

1. Holding not over 0.5% of the total voting shares of the Company, parent company, subsidiary company, associate company or juristic person who may have conflicts with, including shares held by related persons.
2. No participation in the management nor being a staff, employee, salaried advisor, company secretary, person with controlling power, parent company, subsidiary, associate or juristic person who may have conflict with, and not having interest in such activities for the previous 24 months prior to appointment.
3. No kinship, marriage or legally registered as the father, mother, spouse, brother/sisters and child, including childs spouse, with any executive, major shareholder, person with controlling power or person who will be nominated as executive or person with controlling power of the Company or subsidiary.
4. No business relationship with the Company, parent company, subsidiary, associate or juristic person who may have conflict with, in a way that may limit the exercise of independent judgement. This includes not being, or not having been a major shareholder, non-independent Director or Executive of an entity which have business relationship with the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and not having direct or indirect interest in the following activities for the previous 24 months as follow.

4.1 Transactions in the course of normal business operation such as merchandise sales, raw materials purchase or providing services value more than 3% of the Company tangible assets or within the period of 12 months.

4.2 Transactions of renting or renting out of immovable properties.

4.3 Transactions related to assets or services such as acquisition or disposition of assets, rights or providing or receiving services.

4.4 Transactions related to granting or receiving financial assistance such as granting or receiving loans, guarantees or providing asset as collateral, including other similar practices which result in the obligation for debt repayment to other parties with value more than 3% of the net physical asset or more than Baht 20 million, whichever is the least within the period of 12 months. In the case of transactions of granting or receiving financial assistance, debt obligation incurred during the period of one year prior to the date of business relationship of the same person should be accumulated.

5. Not being an auditor of the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and not being major shareholder, non-Independent Director, Executive or managing partner of the auditing office whose auditor works in the Company, parent company, subsidiary, associate or juristic person who may have conflict with, and should have no interest in such characteristics for the previous 24 months.

6. Not being a professional service provider, including being a legal advisor or financial advisor who receives service fee of more than Baht two million from the Company, parent company, subsidiary, associate or juristic person who may have conflict with. In case the professional service provider is the juristic person, it should include being a major shareholder, non-Independent Director, Executive or managing partner of such professional service provider and not having interest in such characteristics for the previous 24 months.
7. Not being a Director appointed as representative of the Companys Director, major shareholders or shareholders related to major shareholders.
8. Not having characteristics that would make independent expression of opinion about Companys operation impossible.
9. Capable of taking care of every shareholders interest equally.
10. Capable of managing conflict of interest.
11. Be able to attend the Board of Directors meeting to make decision on matters independently.
12. Possess the qualifications with no prohibited characteristics specified by the Companys Articles of Association and regulations of the Public Company Limited Act and the SEC.
13. The age is not younger than 21 years.

Retirement Age

The retirement age for the Independent Directors and Non-Executive Director would be 70 years. The retirement age for other Directors, Executive Directors and President & CEO would not be beyond the age of 60 years.

(1) Guideline and Voting Procedures

In case the election of Companys Director is proposed to the shareholders meeting for consideration, it would proceed according to the guidelines and procedures specified in the Companys Articles of Association such as shareholders will have one vote for each share held and in case of a tie, the Chairman of the meeting will have a deciding vote. However, for the election of Companys Director, voting for individual or multiple Directors may be applied but all voting rights equivalent to all the shares held must be exercised at one time and cannot be divided for various candidates.

In the event that a vacancy occurs due to any reason other than the retirement of a Director, the Board shall consider appointing a qualified person who is not prohibited by law to be a replacement Director at the following meeting, except where the remaining term of the vacancy is shorter than two months. The replacement Director shall serve the remaining term of the vacancy. The Boards resolution for replacement shall be three-fourths majority votes of remaining Directors.

(2) Selection of Directors and Executives

The Executive Committee makes initial selection for individuals to be appointed as the President & CEO and senior executives, by filtering qualified persons having knowledge, skills and experience beneficial to the Company. The candidates must have a good understanding about business and be able to manage operations to achieve goal and targets formulated by the Board of Directors. The candidate will be further proposed to the Corporate Governance, Nomination & Remuneration Committee to be considered and then proposed for approval by the Board of Directors.

Reference link for Nomination of directors	:	https://tatasteelthailand.com/wp-content/uploads/2026/05/Corporate-Governance-Policy_20260325.pdf
Page number of the reference link	:	6

Determination of director remuneration

Remuneration of the Board of Directors and Executives

The Company has set a policy and guideline on remuneration of Director and Executives so that competent Directors and Executives can be retained.

The Corporate Governance, Nomination & Remuneration Committee proposes the remuneration of the Board of Directors and Committees by considering the duties, responsibilities, overall performances and Companys operating result to shareholders for approval. The remuneration is appropriate when compared within the same industry. As per the policy of the Company, the Executives who are nominated as a Director on the Board of the subsidiary are not paid any remuneration for such position they hold.

The Board of Directors, by acknowledgement of the Corporate Governance, Nomination & Remuneration Committee, considers the duties, responsibilities, individual performance and Companys operating result in both short and long terms while deciding on the remuneration for the President & CEO and Executives of the Company and its subsidiary. The agreed baseline remuneration is decided to create motivation in companys administration and implementation to achieve objectives and sustainable growth.

Total Remuneration of the Board of Directors

There are two types of remuneration for the Directors. The fixed remuneration is paid every quarter and a meeting allowance, which is paid after each meeting to the Directors attending the meeting.

In case of the retiring or incoming Directors, the remuneration is paid pro-rata by calculating for the actual days in office during that quarter.

Reference link for Determination of director remuneration	:	https://tatasteelthailand.com/wp-content/uploads/2026/05/Corporate-Governance-Policy_20260325.pdf
Page number of the reference link	:	9

Independence of the board of directors from the management

Structure of Committees

Currently the Board of Directors consists of eight members appropriate to the size of the Company, three of whom are Independent Directors as specified in the SEC and Companys regulation. The Companys Directors are knowledgeable and have extensive experience in the areas of law, accounting, finance, human resource management and steel business. In order to balance the authorities & responsibilities for conducting the business, the Company has defined that the Chairman, as the policy leader, and the President & CEO, as the leader of the business operation, will not be the same individual.

In addition, the Board of Directors has appointed four Committees to perform specific functions and propose to the Board of Directors for consideration and/or acknowledgement. These are the Audit & Risk Review Committee, Executive Committee, Corporate Governance, Nomination & Remuneration Committee and Corporate Social Responsibility & Sustainability Committee. These committees deliberate at regular intervals and submit their recommendations to the Board for further consideration.

Reference link for Independence of the board of directors from the management	:	https://tatasteelthailand.com/wp-content/uploads/2026/05/Corporate-Governance-Policy_20260325.pdf
Page number of the reference link	:	6

Director development

Training and development Programs for Directors and Executives

The Company recognizes the importance of duties and responsibilities of the Board of Directors and executives, and the necessity to provide them with knowledge development programs related to the Companys business operations.

The Company allocates budget and encourages the Board of Directors to attend training programs and seminars which enhances their understanding on directors roles from the reputed institutions including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Thai Institute of Directors (IOD), and nationally renowned universities, aiming to maximize knowledge and ability to perform work effectively and keep pace with changing business situations. Thai Directors, President & CEO and Vice President Finance & CFO have attended various training programs organized by IOD.

During the Financial year 2026 (April 1, 2025 - March 31, 2026), Directors who attended various 12 training programs .

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Board performance evaluation

Performance Evaluation of the Directors

In Accordance with good Corporate Governance, the Board of Directors require the Directors and Committees to evaluate the performance annually to ensure that the Directors performance is effective and fair toward all stakeholders. The evaluations are done both as the whole Board and as individuals. The Board of Directors considers the evaluation to be a tool to help the Directors to improve their performance and also to identify the obstacles during the past year, if any. The result is analyzed and considered to find the conclusive standard for further development.

During 2025-26, the Boards performance evaluation is considered from 1) Self-assessment form of the entire Board 2) Self-assessment form of committees which consists of 3 Committees: 2.1) Audit & Risk Review Committee 2.2) Corporate Governance, Nomination & Remuneration Committee and 2.3) Corporate Social Responsibility & Sustainability Committee, 3) Individual assessment form of the Board and the Committees. The assessment criteria are as 1) Structure and Characteristics of the Board 2) Roles and Responsibilities of the Board 3) Board Meetings 4) Relationship with Management and 5) Self-development of Directors and Management's development.

The details of the performance evaluation process of the Board, Committees and individual Directors are as follows.

1. The Corporate Governance, Nomination and Remuneration Committee considers and reviews the performance evaluation criteria for completion and proposes to the Board of Directors for the approval to use the assessment forms.
2. The Company Secretary circulates the assessment forms, duly approved by the Board of Directors, to all Directors for their evaluation and comments, if any.
3. The Company Secretary compiles the results and the comments from the Directors and reports to the Board of Directors after the Corporate Governance, Nomination & Remuneration Committee has reviewed the results and comments from the Directors for further development. The performance evaluation for the financial year 2025-26 of the Board of Directors and Committees, both for the entire Board and for individual directors, is rated "Excellent". The Directors shared their comments independently in the performance evaluation form.

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Corporate governance of subsidiaries and associated companies

Corporate Governance of Subsidiary

As a Holding Company, the Board emphasizes corporate governance of the Company in order to strongly protect the Companys interests as well as sustainability development. Since 2018, the Company has established a compliance unit under Department Manager - Legal Services and Regulatory Affairs to oversee that the operations comply appropriately with both legal and government regulations. The guidelines for corporate governance of the subsidiary are as follows:

Encourage them to adopt good corporate governance principles.

Appoints representative Directors and members of management to serve on the boards of subsidiary.

Oversees business operations through the appointed representative Directors, members of management and group-wide policies.

Considers key matters such as strategic directions, business plans, capital increases or decreases and divestment.

Monitors operating results via members of management, the Executive Committee, and the Board itself.

Monitors compliance with the rules and regulations regarding: related party transactions, acquisition and disposition of assets and adequate and timely disclosure of information. This also includes maintaining proper accounting records and preparing financial reports in accordance with all applicable laws and Financial Reporting Standards.

Assigns the Companys internal audit unit to conduct audits at the subsidiary and affiliates in order to ensure the adequacy and effectiveness of their internal control systems.

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Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Category I

Shareholders Rights

The Company emphasizes and respects the rights of every individual shareholder in playing a key role in financing the Company. In doing so, every shareholder is encouraged to make maximum use of their rights in protecting the Companys overall interest, and refrain from doing any action that may diminish the rights of the shareholders which can be summarized as follows:

1. **Basic rights**include registering as a shareholder of the Company, buying or selling shares and receiving dividends equally, receiving sufficient Company newsletters and information. These may include changes in the structure of the capital, changes in the control of the Companys important assets,buy or sell as well as being equally entitled to share buybacks.
2. **The right to vote in shareholder meetings**. This means using their rights to vote for a director, fixing the directors remuneration, the allocation of profits and dividends, the appointment of the Companys auditor and fixing the auditors fees, changes to the Memorandum of Associations and the Articles of Association, increasing or decreasing the Companys registered capital, and important transaction approvals that affects the business direction.
3. **ther rights as stated by law.**In addition to supporting and encouraging the use of the rights stated above, the Company also facilitates the rights of every shareholder in attending the shareholders meetings. The policies that create ease for shareholders to attend shareholders meetings are as follows:
   - An easy process to attend shareholders meeting with minimum expenses.
   - Setting a location that is convenient and can be reached through public transport.
   - Providing a description of the documentation required to attend the meetings.
   - Providing experienced personnel with the appropriate facilities in validating and registering the shareholders attendance.
   - Providing the opportunity for shareholders who are not able to attend the meeting in person to nominate a representative to attend the meeting. This means nominating their own representative or nominating an Independent Director of the Company as their proxies. This is an easy process as a result of the documents required to attend the meeting be sent out in advance to the shareholders to reduce the time required to check their documents before attending the meeting.
   - Providing a stamp duty on the document that nominates a representative to attend the shareholders meeting in the event that such document did not already have a stamp duty.
   - Applying Barcode system for registration process for quality registration procedure.
   - Use QR Code in place of printed documents in order to access information more conveniently and promptly.
   - Allowing shareholders to register their attendance 2 hours in advance prior to the meeting. Furthermore, after the meeting has started shareholders are able to register and vote on the agenda being considered.

The Corporate Secretary office facilitates and protects the rights of the shareholders. Shareholders can contact the Corporate Secretary Office on phone number 02 937 1000 Ext 3210.

Category II

Equitable Treatment of Shareholders

The Company realizes its duty to look after the interest of every shareholder, whether it is the majority shareholder, institutional investor, foreign shareholder or minor shareholder by equitable treatments described as under:

Shareholders meeting

Every year, the Company organizes a shareholders meeting within four months from the end of the Companys financial year (within July). This meeting is the Annual General Meeting, while other meetings, if any, are called Extraordinary General Meeting. In the past financial year, no Extraordinary General Meetings was organized.

The Company conducted the 24th Annual General Meeting of Shareholders was conducted at at 09:00 am on July 17, 2025 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. Those who were shareholders on the record date of May 23, 2025, were eligible to attend the meeting.

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 provided channel for submitting written questions in advance. For the effectiveness of AGM through Electronic Meeting method, the Company will not be able to take any questions during the meeting and requests the Shareholders to kindly submit relevant questions within July 15, 2025 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 Companys business were considered and answered in the meeting and disclosed on the Company website.

The Company has established a system and mechanism that allows an effective shareholders meeting. Information regarding the date, time, location, agenda, rules, and instructions to attend the meeting, the voting process, and agenda items were provided to the shareholders in advance. The Company did not undertake any action that would limit the shareholders ability to receive such information or restrict the shareholders ability to attend the meeting.

The Company assigned The Thailand Securities Depository (TSD), the Companys registrar, to process and deliver the notice of the meeting and relevant documents in both Thai and English languages to all shareholders 23 days prior to the meeting. The documents included:

1. Notice of Shareholders meeting with clear details regarding the date, time, location and meeting agenda(s) for information/approval/consideration. The purpose and reasoning for each agenda, and the Board of Directors opinion on each agenda item. This constitutes sufficient information for the decision of shareholders.
2. Proxy letter for the shareholders meeting in the format as specified by the Ministry of Commerce both in the A format, which is the easy and simple format to follow, or the B format that fully dictates each action as Approved, Disapproved, or Abstained for each agenda item. This proxy letter also allows the shareholders to vote for each director for appointment to the board.
3. Information about the Independent Directors that the Company has designated as proxies. The information includes their name, age, address and their vested interest, if any, in the proposed agenda of the meeting.
4. The Companys Integrated Annual Report (Form 56-1 One Report) in both Thai and English languages in the form of a QR Code, as well as in paper form for the shareholders who notified the Company in advance of their desire to receive them in paper format.
5. Explanation about the documents that are required to be presented to attend the meeting.
6. Articles of Association in connection with the Annual General Meeting.

In addition to this, the Company also:

1. Advertised the details of the Annual General Meeting through a Thai newspaper for 3 consecutive days and 3 days prior to the meeting.

2. Notified via the Stock Exchange of Thailands website (SETLink) that the shareholders meeting information would be available via the Company website one month in advance so that the shareholders are able to stay informed about the meeting in a convenient and speedy manner and able to study the necessary information in advance.
3. Distributed information via the Stock Exchange of Thailands website (SETLink) to inform shareholders that they are able to submit questions regarding the meeting agenda in advance.
4. The shareholders were also able to submit questions to the Board of Directors or individual Independent Directors through the Companys Secretariat Office for proposing to the Board of Directors to consider during the period June 16 July 15, 2025.

Furthermore, the Company provided a channel for submitting written questions in advance via registered mail to "Corporate Secretary Office", 555 Rasa One (Building B) , 20th Floor, Phaholyothin Road, Chatuchak, Bangkok 10900 or email to cso@tatasteelthailand.com. Related questions to the Company's business were answered in the meeting and subsequently disclosed on the Company website.

Before the Meeting

The Company Secretary informs shareholders of the Articles of Association related to the meeting and meeting procedures such as voting procedures, vote counting procedures and announcement of the result.

During the Meeting

The presiding Chairman conducts the meeting transparently according to the announced agenda with no additional agenda for consideration other than those specified on the notification inviting shareholders to the Annual General Meeting. Appropriate and sufficient time is allotted for consideration of each agenda before voting. Shareholders are allowed to vote for election of individual Director and encouraged to provide comments, recommendations and ask questions freely.

The Company uses voting ballots for the convenience of shareholders and arranges for an independent inspector (Third Party) to supervise voting and vote counting for transparency according to law and Companys Articles of Association. Vote counting is done by computer. Only shareholders voting ballots of Disapprove or Abstain are compiled for calculation by deducting from number of overall eligible shareholders who have the right to vote. Shareholders have one vote per one share. Results of the vote for each agenda are announced after resolving of each agenda item by slide projection. The meeting is also recorded on video media.

After the Meeting

The Company announces the meeting resolutions (Approve, Disapprove or Abstain) through SET news network (SETLink) immediately after the meeting and prepares the meeting minutes within the period specified by law. The minutes record details such as

1. 1. Names and positions of the attended Directors, Executives including related persons
2. 2. Announcement of voting procedures and vote counting
3. 3. Questions and answers, comments and recommendations
4. 4. Meeting resolutions and voting result on each agenda, classified as Approve, Disapprove, Abstain and Voided Ballot.

There were 34 shareholders who attended the Annual General Meeting of the shareholders on July 17, 2025, through electronics method and through proxy. This represented 6,049,491,832 shares or 71.8336 % of the 8,421,540,848 issued shares. The Chairman as the representative of the Board, the members of individual committees namely the Audit & Risk Review Committee, the Corporate Governance, Nomination & Remuneration Committee, the Corporate Social Responsibility & Sustainability Committee, and 7 members of the Board of Directors, the Companys executives, the Companys auditor, as well as the Companys legal department attended the meeting.

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Employee

Employees

The Company recognizes that employees are the backbone for achieving the organizational goals. Accordingly, emphasis is placed on providing equal opportunities for all employees without discrimination against any social status, nationality, caste, religion, family, marital status, gender, sexual orientation, age, nationality and ethnicity. The remuneration and welfare of the employees, the quality of life of the employees and their families are enhanced and comparable to other leading companies. Provident Fund is applied as an instrument to motivate employees and to maintain long-term employee retention by providing a consistent savings option as a guarantee for the life after retirement.

Employees may contribute to the fund at rates specified by the fund rules, and the Company contributes in accordance with the established criteria. As of 31 March 2026, 975 employees (Including 196 female employees and 779 male employees), representing 91.38% of total employees, were members of the provident fund. During FY2026, the Company contributed THB 42.71 million to the fund. The Company also provides financial literacy and retirement planning programs to support employees in achieving long-term financial well-being.

There is also a focus on safety, health and environment for all employees. Training and staff development at all levels is considered as an important factor in the journey towards sustainable

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Customer

Customers

The Company has adopted customer centricity to ensure that the products and services delivered to the customers meet their needs and maximize customer satisfaction. The Company continues to improve the quality of products and services in terms of both quality standards and fair prices to satisfy the diversified needs of the customers. The Company has channels for receiving complaints, including return policy, if any unqualified product is found. The Company maintains client confidentiality and does not use customer data to generate undue benefits.

During the reporting year, the Company did not receive any significant complaints or encounter any material incidents relating to personal data breaches. The Company continues to implement personal data protection measures on an ongoing basis, including regular reviews of relevant policies, practices, and internal control measures to ensure compliance with applicable laws and standards, as well as to strengthen the confidence of all stakeholders.

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Business competitor

Competitors

The Company strives to operate with integrity and comply with the rules of fair competition. The Company does not use unfair or misleading information about the products or services of any competitors. The Company also cooperates with its competitors to create fair competition conditions. During the reporting year, the Company did not have any material disputes or complaints relating to competitors.

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Business partner

Partners

The Company and its subsidiary have a clear policy and framework based on the TATA Code of Conduct (TCoC) for its business implementation with transparency and equitability in dealing with all partners. Compliance with the fair commercial competition framework and TCoC, maintain payment standard by close monitoring of payment status to build good and long-term relationship with business partners. TCoC covers joint operations between the Company and its partners, for instance, regular training on safety have been extended to transport contractors. During the reporting year, the Company did not have any material disputes or complaints relating to Partners.

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Creditor

Creditors

The Company carefully and strictly complies with the conditions and requirements of both trade creditors, lenders and makes timely payment. The Company also provides information with accuracy, transparency, equity and fairness to the creditors throughout the liable period.

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Government agencies

Government authorities

The Company operates in compliance with the law. All employees are required to strictly abide by the laws and regulations of government agencies.

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Community and society

Community and Society

The Company is committed to operating and carrying out business by being a good corporate citizen. The corporate social responsibility (CSR) is set as framework for operation to all levels of employees to perform and be conscious of the social responsibility throughout the process (CSR in Process), together with carry out business under the responsibility of community and society (CSR after Process). The Company also supports community development and quality of life through activities in various forms to build sustainable cooperation and relationships with the community.

The Company focuses on environmental protection, rigorously and continuously, in order to maintain good environment with the implementation and strict compliance in all production processes and all work procedures including compliance with strict environmental laws and regulations. TSTH Group has committed to make a significant leadership role in Climate Change as a result of global warming. Green Process (eco-friendly business operations) is applied in all stages of the organizations core business operations. The Company rapidly and effectively responds to any situation that may affect environment and community from the Companys operations by fully cooperating with the government, external agencies and relevant community. During the reporting year, the Company did not have any material disputes or complaints relating to Community and Society.

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Code of Ethics

All employees adhere to the Companys Code of Conduct issued under the Tata Code of Conduct (TCoC) which defines guidelines and practices related to ethical business conduct with all stakeholders. Measures and channels for stakeholders to communicate/inform on unethical conducts are clearly spelt out along with process to protect the informant under the Whistleblower Policy for Directors, Employees, Customers, Suppliers and other Stakeholders of Tata Steel (Thailand) Public Company Limited Group.

The Company has a well laid down system to address ethical issues through the team of ethics coordinators and counsellor. All stakeholders can suggest/ report/ appeal on any concern in reference to the above Code of Conduct in person/ by letter/ Email/ telephone/ fax by contacting the Chairperson of the Audit & Risk Review Committee, the Ethics Counselor, or TCoC Helpline Services details of whom are as given below:

Chairperson of the Audit & Risk Review Committee

1. **Ms. Anuttara Panpothong**

Email address: anpan@pandora.net

Ethics Counselor

Miss Somjai Jarukitcharoon

Tata Steel (Thailand) Public Company Limited

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

Phaholyothin Road, Chatuchak, Bangkok 10900

Tel.: +66 2937 1000 ext. 3210 Fax: +66 2937 1223

Email address: somjaij@tatasteelthailand.com

TCoC Helpline Service

The Company provides a TCoC Helpline Services. The Helpline is a third-party who is independent of Tata Steel (Thailand) group. There are experts in taking notes of the ethics concerns reported and notified by employees, contractors or suppliers. The TCoC Helpline Services can be availed by a call on 1-800-292-777 (Toll Free) or 0-2677-2800 available on Monday-Friday from 08:3017:30 hrs. (Except Public Holidays) and via email address tell@thailand-ethicsline.com. Alternatively, the users can make a report via post P.O. Box 2712, Bangrak Post Office, Bangkok 10500. The whistleblowers identity is not recorded to ensure confidentiality and the whistleblowers identity remains anonymous.

Workplace Safety

The safety and occupational health responsibilities of the Company are driven by the commitment to ensure zero harm to people we work with and society at large and are integral to the way we do business. The Company has a clear and concrete policy pertaining to the workplace safety and sanitation which is posted on the website of the Company.

The Company is driven by the following Safety Principles:

- Safety is line management responsibility.
- All injuries can be prevented.
- Felt concern and care for the employees on 24 hours safety shall be demonstrated by Leaders.
- Employees shall be trained to work safely.
- Working safely shall be the condition of employment.
- Every job shall be assessed for the risk involved and shall be carried out as per authorized procedures/ checklist/ work permit and using necessary work permit and personal protective equipment.

The Company is also committed to continual improvement in the safety & occupational health performance and accordingly, sets objective-targets, develop, implement and maintain management standards and systems, and go beyond compliance of the industry standard, legal and other requirements.

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Media & Reporters

Media & Reporters

The Company gives importance to the disclosures in the media and ensures that the communications to the public are shared correctly, completely, transparently and with up-to-date information. The information was also disclosed on the Companys website following the media briefing.

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Personal Data Protection Policy and Practices

The Company recognizes the importance of protecting the personal data of employees, customers, business partners, and other stakeholders. The Company has established policies, procedures, and internal controls to ensure that personal data is collected, used, and disclosed in compliance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and related regulations. Key measures include Personal Data Protection Policies, Records of Processing Activities (ROPA), Personal Data Processing Agreements, and regular employee training to enhance awareness and compliance.

In FY 2025-26, the Company monitored compliance with applicable laws, controlled personal data processing in accordance with established procedures, and conducted ongoing communication and training programs. No complaints or incidents involving employees, customers, or business partners personal data were reported during the year.

The Company remains committed to continuously strengthening its data protection governance, maintaining compliance with applicable laws, and promoting awareness of personal data protection among employees and business partners.

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Information on business code of conduct

Business code of conduct

Business code of conduct	:	Yes

The Company conducts its business in alignment with the five core Tata valuesPioneering, Integrity, Excellence, Responsibility, and Unityas articulated in the Tata Code of Conduct (TCoC). These principles form the foundation for ethical decision-making and guide business operations across the Tata Group, ensuring the highest standards of integrity and governance.

To ensure wide understanding and accessibility, the TCoC has been translated into Thai, maintaining the structure and content of the original version. It has been formally distributed to the Board of Directors, Management Committee, executives, and all employees, and extended to external stakeholders, including business partners in both the public and private sectors. The Code is also available in e-book format on the Companys website.

The Company actively promotes adherence to the TCoC through continuous communication and oversight by management. Employees at all levels are expected to uphold the principles of transparency, honesty, and fairness in their daily activities. Mandatory ethics training programmes are conducted regularly, and employees are required to successfully complete assessments and formally acknowledge their commitment by signing the Code.

The TCoC is treated as a dynamic document and is periodically updated to reflect evolving regulatory requirements and societal expectations. Any violation of the Code must be reported through established reporting channels in accordance with the Companys governance framework. Since 2008, an Ethics Counsellor has been in place to facilitate the reporting and resolution of ethical concerns.

The Company has also implemented a Whistleblower Policy applicable to directors, employees, customers, suppliers, and other stakeholders. This framework ensures that any suspected misconduct or violation can be reported safely and confidentially to the Chairman of the Audit & Risk Review Committee, the Ethics Counsellor, or designated units.

To further strengthen reporting mechanisms, the Company established the TCoC Helpline in 2017, operated by an independent third party. This platform enables employees, contractors, and stakeholders to report concerns through multiple channels, including telephone, email, or post, while ensuring anonymity and protection against retaliation.

Reference link for the full version of business code of conduct	:	https://tatasteelthailand.com/e-book/code-conduct/en/
Page number of the reference link	:	174

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company places strong emphasis on the appropriate identification, disclosure, and management of conflicts of interest. Directors, executives, and employees are required to perform their duties with integrity, independence, and transparency, in the best interests of the Company and its shareholders, in compliance with applicable laws, including SEC and SET regulations, and the Companys Articles of Association.

The Company ensures full and transparent disclosure of relevant information while safeguarding confidential and insider information from misuse for personal gain. Directors who have a direct or indirect interest in matters under consideration are required to abstain from participation and voting in such matters.

Clear policies and guidelines on conflict of interest are communicated across all levels of the organisation, along with established procedures for disclosure and review. These guidelines are publicly available on the Companys website to reinforce transparency and accountability.

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Anti-corruption

The Company maintains a strict zero-tolerance policy towards bribery, fraud, and corruption, and is committed to conducting business with honesty, integrity, and transparency. The Company has been a signatory to the Thai Private Sector Collective Action Against Corruption (CAC) since 2014 and has continued to maintain its certification, with the most recent renewal valid until 30 September 2028.

The Company strictly prohibits, whether directly or indirectly, the offering, giving, soliciting, or receiving of any undue advantage or benefit intended to influence business decisions. This policy applies to all directors, employees, subsidiaries, joint ventures, contractors, suppliers, agents, and business partners.

Fraud, bribery, kickbacks, and facilitation payments are prohibited across both public and private sectors. Gifts and hospitality are permitted only when reasonable, transparent, and properly documented. Sponsorships and donations are restricted to legitimate social and community initiatives, and political contributions are not permitted.

The Company requires employees to avoid any conflict of interest, including those relating to the engagement of current or former government officials. All third parties are subject to due diligence processes and contractual compliance requirements. Violations may result in disciplinary action, including termination and legal consequences, while whistleblowers are protected under a robust non-retaliation framework.

The Company continues to strengthen internal controls, training, and monitoring systems to ensure compliance with applicable laws, including Thailands Organic Act on Anti-Corruption B.E. 2561 (2018), and to foster a culture of integrity across the organisation. It is also a certified member of the Partnership Against Corruption for Thailand (PACT) and supports broader sustainability initiatives, including commitments to childrens rights and responsible business practices.

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Whistleblowing and Protection of Whistleblowers

WHISTLEBLOWER

The Company has developed a mechanism for the involvement of stakeholders to communicate on unethical conducts under Whistleblower Policy. All stakeholders can offer suggestions or make complaints of unethical actions to the Chairman of the Audit & Risk Review Committee or Ethics Counselor or use TCoC Helpline Service" operated by a third party, who is independent from Tata Steel (Thailand) Group and an expert in taking note of the code of conduct violation from employees or other stakeholders. The whistleblowers identity is not recorded to ensure confidentiality and the whistleblowers identity remains anonymous. The Company has another channel for stakeholders to raise misconduct or unethical behavior through the Companys website: www.tatasteelthailand.com. In the financial year 2024-25, the Company received **1** complaint. The complaint was investigated by Committees that did not have any interest related to the cases. The investigation result was reported to the Audit & Risk Review Committee and the Board of Directors.

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Prevention of Misuse of Inside Information

Use of Insider Information

The Company has developed its policies to monitor the use of insider information cautiously and efficiently. Written policies are specified in the Companys Corporate Governance Guideline, while other preventive measures have been fostered to ensure effective monitoring of insider information expected to be used by the Board of Directors and executives.

The Board of Directors and executives possess complete knowledge and understanding on the obligation in reporting the holding of the Companys securities, held by their spouses, minors, and themselves. The Board of Directors and executives are also required to report on the change of the holding of the Companys securities in compliance with the requirements and penal provisions of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Capital Market Supervisory Board (CMSB).

In case where the Board of Directors and executives shall announce the possession and/or change of the holding of the Companys securities, the Company Secretary would help summarize and collect the related information to be proposed to the Board of Directors meeting for acknowledgement of details, which shall also be disclosed in the Integrated Annual Report (Form 56-1 One Report).

Additionally, the Company has implemented adequate internal control measures to supervise the use of insider information complying with good corporate governance principles, while defining a policy to prohibit the use of insider information for personal gain (Abusive Self-Dealing), for instance, trading of insider information (Insider Trading), requesting the Board of Directors, executives, and employees related to the financial information of the Company and its subsidiary to sign for acknowledgement of the violation of trading of securities specified below:

1. The above-mentioned persons are prohibited to trade Companys securities within 2 (two) weeks prior to the disclosure of the Companys quarterly financial statements and annual financial statements and within 24 (twenty-four) hours following the disclosure of the said financial statements to the SET (Blackout Period).
2. In case of being the non-disclosed significant information which may have a direct impact on the prices of the Companys securities, the Board of Directors would prohibit the trading of the Companys securities until the 24-hour period is due as such information has already been released to the public.

Directors and executives are required to notify the Board of Directors of the trading of the Companys securities within a period of 1 (one) day prior to the actual trading date.

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Gift giving or receiving, entertainment, or business hospitality

Tata Code of Conduct has specified on D. Our Employees, Clause 11 about Gift and Hospitality that Business gifts and hospitalities are sometimes used in the normal course of business activity. However, if offers of gifts or hospitalities (including entertainment or travel) are frequent or of substantial value, they may create the perception of, or an actual conflict of interest or an illicit payment. Therefore, gifts and hospitality given or received should be modest in value and appropriate, and in compliance with our companys gift and hospitality policy.

The Tata core values find expression as behavioral guidelines in the Tata Code of Conduct. Our collective adherence to these guidelines represents our promise to ourselves and the many stakeholders of the brand Tata. Each Tata employee is responsible for ensuring that his or her behavior and actions, both individual and collective, stay aligned with these values and comply with all applicable laws and regulations of Thailand as well as AntiBribery and Anti-Corruption Policy, Providing or Receiving Gift and Hospitality Policy.

Business gifts and hospitalities are occasionally used in the course of business activity as a means to build goodwill and strengthen working relationships among business partners. However, gifts or hospitalities (including entertainment or travel) may create a conflict of interest or illicit payment.

Tata Steel (Thailand) Public Company Limited Group has adopted this policy to help its employees make the right decisions in situations of providing or being offered gifts or hospitalities while conducting business or official transactions on behalf of Tata Steel (Thailand) Group.
All employees must be particularly aware of providing or receiving any gifts and hospitalities to or from stakeholders, especially government officers.
All employees must strictly comply with this policy under the laws of Thailand. If there is proof that an employee breaks the rules or ignores them, it shall be considered as committed an offense. Punishment shall be applied, according to Companys regulations and laws.

Reference link for Gift giving or receiving, entertainment, or business hospitality	:	https://tatasteelthailand.com/wp-content/uploads/2025/06/2025-Providing-or-Receiving-Gift-and-Hospitality-Policy_EN_Signed-1.pdf

Compliance with laws, regulations, and rules

CORPORATE GOVERNANCE AND REGULATORY COMPLIANCE

The Company provides a report on compliance with Good Corporate Governance as mentioned in Part 2: Corporate Governance, which explains the important issues of Corporate Governance Policy, structure of Committee and Sub-Committees, selection and appointment of the Directors and Senior Management Executives, qualifications of Directors and Independent Directors, guideline and voting procedures, Corporate Governance of subsidiaries and affiliates, use of insider information, auditor remuneration, and compliance with Good Corporate Governance principles in other matters that included shareholders right, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, and responsibilities of the Board of Directors.

The Board of Directors has considered and reviewed the Corporate Governance principles which have been defined in 4 categories: namely, rights of shareholders & equitable treatment of shareholders, role of stakeholders & business development for sustainability, disclosure, transparency and Board responsibilities. The Company has improved the annual performance evaluation forms for Board of Directors and the Committees as well as considered and reviewed the corporate governance reports of each category as recommended by the Stock Exchange of Thailand in accordance with the principles of Good Corporate Governance.

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Information and assets usage and protection

Our employees shall not make any wilful omissions or material misrepresentation that would compromise the integrity of our records, internal or external communications and reports including the financial statement. Our employees and directors shall seek proper authorisation prior to disclosing company or business-related information, and such disclosures shall be made in accordance with or company's media and communication polily.Our employees shall ensure the integrity of personal data or information provided by them to our company. We shall safeguard the privacy of all such data or information given to us in accordance with applicable company policies or law. Our employees shall safeguard the confidentiality of all third party intellectual property and data. Our employees shall not misuse such intellectual property and data that comes into their possession and shall not share it with anyone, except in accordance with applicable company policies or law.Our employees shall promptly report the loss, theft or destruction of any confidential information or intellectual property and data of our company or that of any third party.Our employees shall use all company assets, tangible and intangible, including computer and communication equipment, for the purpose for which they are provided and in order to conduct our business. Such assets shall not be misused. We shall establish processes to minimise the risk of fraud, and misappropriation or misuse of our assets.We shall comply with all applicable anti-money laundering, anti-fraud and anti-corruption laws and we shall establish processes to check for and prevent any breaches of such laws.

Reference link for Information and assets usage and protection	:	https://tatasteelthailand.com/wp-content/uploads/2021/06/TCoC-2015-EN-version.pdf

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Environmental management

Environment and Sustainable Resources Management

The Company recognizes environmental management and sustainable resource use as critical components of responsible business operations and long-term value creation. Given the nature of steel production, environmental impacts such as resource consumption, emissions, and waste generation arise across the value chain, particularly within operational processes. The Company adopts environmentally responsible practices, including the use of Electric Arc Furnace (EAF) technology, which enables steel production from 100% recycled scrap and supports resource efficiency and low-carbon operations. Effective environmental management helps mitigate these impacts while enhancing operational efficiency, regulatory compliance, and stakeholder confidence. At the same time, it creates opportunities to improve resource efficiency, advance the low-carbon transition, and develop environmentally responsible products that meet evolving regulatory and market expectations. The Company therefore integrates environmental considerations into its business activities through structured policies, management systems, and continuous improvement initiatives.

All the three plants have been certified under ISO 14001: 2015 / TIS 1400-2559 for Environmental Management Systems, demonstrating the Companys commitment to systematic environmental management and continuous improvement. The Company also pursues environmental certifications such as Carbon Footprint for Products and other recognized standards.

The Companys Environmental Policy reflects its commitment to environmental stewardship as an integral part of business operations. The policy emphasizes a proactive approach to addressing climate change and environmental impacts through efficient use of natural resources and energy, pollution prevention, waste minimization, and recycling. The Company systematically identifies, assesses, and manages its environmental impacts, while regularly monitoring, reviewing, and publicly reporting its environmental performance, with further details of the Environmental Policy available on the Companys website.

The policy also highlights the Companys commitment to continuous improvement by setting environmental objectives and targets, implementing management systems, and striving to exceed applicable legal and industry requirements. In addition, the Company promotes biodiversity protection and site rehabilitation relevant and strengthens environmental awareness, skills, and accountability among employees and contractors. Workforce engagement and participation are recognized as key enablers of effective environmental performance. Through these efforts, the Company aims to achieve sustainable environmental outcomes and maintain the trust of the communities in which it operates.

Environmental Governance

The Company has established a structured environmental management governance framework with clearly defined roles and responsibilities across different organizational levels. Overall oversight is provided by the President and Chief Executive Officer, while plant-level implementation is led by the Vice President of the Plant. The Department Manager - Occupational Safety, Health and Environment at both the Corporate and the Plants are responsible for driving environmental management policies, systems, and performance across corporate and operational levels. At the functional level, the Section Manager Environment, together with the Section Manager Safety, oversees the implementation of environmental and safety programs, supported by designated officers responsible for day-to-day monitoring, compliance, and operational control. This structure ensures effective coordination between corporate and operational functions, enabling consistent environmental performance management, regulatory compliance, and continuous improvement across all sites.

Participation With the Government

The Company actively collaborates with government agencies and participates in environmental certification and recognition programs as part of its commitment to sustainability. During the reporting year, several plants obtained certifications and awards from recognized institutions, including Carbon Footprint for Organization (CFO) from the Thailand Greenhouse Gas Management Organization (TGO) and Green Mining Awards from the Department of Primary Industries and Mines. In addition, selected plants received Green Star Awards and Eco-Factory certifications from the

Industrial Estate Authority of Thailand (IEAT), as well as Green Industry Awards Level 4. These certifications reflect the Companys compliance with environmental standards and its openness to external audits, including participation from community representatives in environmental performance assessments.

Preparation for Environmental Impact Assessment (EIA)

The Company conducts Environmental Impact Assessment (EIA) processes across all operating plants, including the preparation, disclosure, and submission of environmental impact and mitigation data to the Office of Natural Resources and Environmental Policy and Planning (ONEP).

As part of its commitment to transparency, the Company facilitates plant visits for community representatives and relevant stakeholders. Environmental complaints are systematically recorded and addressed, with mitigation actions and follow-up measures communicated to ensure effective resolution and continuous environmental improvement.

Participation from Employees and Business Partners

The Company promotes environmental awareness and responsible practices among employees, contractors, and business partners. Employees and contractors receive training on key environmental topics, including waste segregation and proper disposal practices, as part of the ISO 14001 environmental management system. In addition, the Company encourages business partners to comply with its environmental policies and management requirements, ensuring alignment across the value chain and strengthening overall environmental performance.

Legal and Regulatory Compliance

The Company maintains a comprehensive environmental monitoring system to ensure compliance with applicable laws and regulatory requirements. This includes the measurement and regular reporting of key environmental indicators such as air emissions, greenhouse gas emissions, and waste disposal to relevant authorities. Air emission monitoring is also conducted in surrounding areas near plant locations to ensure that environmental quality remains within prescribed standards, with performance consistently maintained within or better than regulatory requirements.

Monitoring results are reviewed and reported on a regular monthly basis, including reporting to the Companys CSR and Sustainability Committee, to ensure effective oversight and continuous improvement.

The Company also engages with surrounding communities and neighboring businesses through regular meetings to address feedback, concerns, and complaints. In addition, environmental impact assessments (EIA) are conducted as required, and continuous investments are made to improve environmental control systems, such as upgrading dust collection systems and implementing Continuous Emission Monitoring Systems (CEMS) across all plants. Energy management practices are also reinforced through dedicated committees and initiatives aimed at improving efficiency, minimizing losses, and aligning production planning with energy optimization objectives.

Energy Efficiency and GHG Emissions

The Company recognizes energy efficiency and greenhouse gas (GHG) emissions management as key priorities in addressing climate change impacts associated with its operations, products, and services. As a steel manufacturer, the Company operates in an energy-intensive industry where energy consumption and emissions are inherent challenges, giving rise to both risks and opportunities across its value chain. These include potential regulatory changes, increasing expectations on emission reduction, and emerging market mechanisms such as carbon pricing and the Carbon Border Adjustment Mechanism (CBAM), which may impact the Companys cost structure and competitiveness.

To mitigate these risks, the Company is committed to reducing GHG emissions within its operational boundary through improving energy efficiency, optimizing production processes, and adopting cleaner and lower-emission technologies. The Company also promotes the use of renewable energy and implements initiatives to reduce environmental impacts, such as enhancing green areas and supporting community-based tree planting activities. In addition, the Company actively engages stakeholders, including local communities, in identifying opportunities to reduce emissions and improve environmental performance. The Company supports applicable climate-related regulations and policies and remains committed to aligning its operations with relevant legal requirements and evolving regulatory frameworks. Through these efforts, the Company aims to minimize climate-related risks, enhance resource efficiency, and support the transition toward low-carbon and sustainable operations.

Management Approach

The Company manages climate change, GHG reduction, and energy efficiency by improving operational efficiency, adopting low-emission and renewable energy solutions, and continuously monitoring resource consumption to support low-carbon and sustainable operations.

Climate Change Mitigation and Greenhouse Gas (GHG) Reduction

The Company is committed to mitigating the impacts of climate change arising from its operations, products, and services by systematically reducing greenhouse gas (GHG) emissions within its operational boundaries. This is achieved through the adoption of low-emission technologies, the use of renewable and alternative energy sources, and continuous improvement of production processes to enhance energy and resource efficiency. The Company also promotes stakeholder engagement by providing opportunities for employees and local communities to contribute ideas for GHG reduction initiatives.

In addition, the Company implements environmental initiatives such as tree planting within plant areas and surrounding communities to increase green spaces, support carbon sequestration, and enhance environmental quality.

Tree planting activities are carried out across the Companys operations, with performance monitored on a regular basis, as shown below:

The total number of trees planted in FY2026 reached 5,350 trees, reflecting the Companys continued efforts to enhance green areas and support environmental sustainability. The Company also continuously monitors and evaluates energy and resource consumption that contribute to carbon emissions and develops action plans to reduce environmental impacts, improve operational efficiency, and support the transition toward low-carbon and sustainable industrial operations.

Energy Efficiency

The Company focuses on continuously improving energy efficiency and optimizing resource utilization across its operations. Key initiatives include upgrading production processes in both steelmaking and rolling mill operations, transitioning from fuel oil to natural gas, and investing in environmentally friendly technologies. The Company also promotes the use of renewable and alternative energy sources, such as solar rooftop installations, to reduce reliance on fossil fuels. In addition, the SCSC plant has implemented an Energy Management System certified under ISO 50001, supporting systematic energy performance improvement.

The Company has established processes for monitoring, recording, and reporting energy consumption to support efficient energy use and continuous improvement. Employees are encouraged to participate in energy-saving initiatives, reinforcing a culture of efficiency and operational excellence.

All operating plants have established energy policies and dedicated energy management committees to oversee and support energy management practices. These committees are responsible for driving energy reduction initiatives, improving energy efficiency in production processes, and coordinating efforts across departments, with regular monitoring and performance reviews to support the Companys goals of optimizing resource use, reducing environmental impacts, and advancing sustainable operations.

Reference link for Environmental management	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
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Human rights

The Company values and respects human rights in all aspects of its business operations, in line with the Tata Code of Conduct (TCoC), applicable laws, and international standards such as the United Nations Global Compact (UNGC) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The Company is committed to treating employees fairly without discrimination, promoting labor rights and equality, and providing a safe and appropriate working environment. The Company does not employ child labor and does not use forced or involuntary labor in any form. In addition, the Company respects the rights of customers, business partners, and stakeholders across the value chain, and conducts its business in a professional, fair, and transparent manner.

In addition, the Company places importance on community engagement, resource protection, and the management of human rights impacts through appropriate risk assessment, monitoring, and management processes. The Company encourages employees to be aware in performing their duties and to help prevent potential human rights violations, as well as to monitor and report any concerns. Channels for reporting grievances are established, and appropriate actions are taken to address and prevent human rights impacts. Further details of the Human Rights Policy are available on the Companys website.

The Company communicates its human rights expectations clearly to all stakeholders, including employees, suppliers, contractors, and business partners. Suppliers and business partners are required to comply with the Tata Code of Conduct and relevant human rights requirements as part of the Companys selection and management processes, including contractual obligations and ongoing communication.

Furthermore, the Company promotes human rights awareness through training programs for employees, particularly in functions with higher exposure to human rights risks, such as human resources, to ensure that human rights principles are properly understood and applied in their work.

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Safety and occupational health at work

OCCUPATIONAL HEALTH AND SAFETY

The Company has adopted Safety Excellence Journey (SEJ) for managing occupational health and safety of all employees and contractors working on the premises to prevent injury or accident from work and for continuously improving the work environment. The Companys Safety Excellence Journey is aligned with the guiding principles of the Tata Steel Group. The Apex Safety Council (ASC), consisting of the President & CEO as the Chairperson and all the Vice Presidents as members, is at the highest level of the safety organization and structure of the Company. There are 6 Apex Safety Sub-Committees (ASSC) as enumerated below:

1) ASSC - Standards and Procedures,
2) ASSC - Health, Training and Communication,
3) ASSC - Contractor Safety Management
4) ASSC - Safety Observation and Incident Investigation,
5) ASSC - Road Safety, and
6) ASSC - Process Safety Management.

The Plant Implementation Committee (PIC) and Department Implementation Committee (DIC) ensure the implementation of the policies jointly with the Committee of Safety, Occupational Health, and Work Environment of each plant / office as per legal requirements. The Company has defined 4 safety cultures:

1. Safety Pause 3-5 minutes before every business meeting.
2. Holding handrails while on stairs.
3. Use of appropriate personal protective equipment (PPE) on work sites.
4. Compulsory use of a Crash helmet for two wheelers and Seat Belt for four wheelers.

The Company provides safety training for employees and contractors before starting work and encourages safety communication regularly. The Company provides personal protective equipment (PPE) such as, safety helmet, safety shoes, safety glasses and other PPEs (fluorescent jacket, hearing protection, respiratory protection, glove, falling protection, etc.) as per the area related risk factors.

Moreover, the Company provides a work environment and welfare equal to or better than the law and tries to continuously improve the facilities within the plants and offices. During the year, the Company has invested in improving the canteens, toilets, and rest areas at all the 3 plants. Apart from reporting incidents and injuries, the Company has a reporting system for Safety Observations, Fatal Risk Control Program (FRCP) and Near Miss cases.

Occupational Health and Safety related key actions in FY26 were as follows:
Safety Campaigns - Material Handling, Fire & Explosion, Positive Isolation and Process Safety Management.
Life Saving Rule implementation.
Improved Safety Standards in the MBF area and conduct of Safety Audit.
Process Safety Management (PSM) - Cross Learning with other Steel Companies

In addition, the Company is committed to ensuring zero harm to employees, contractors, and business partners working with the Company. In the financial year 2025 - 26, the Company invested projects for occupational safety and quality improvement in all three plants as follows:

AI Implementation - AI HMD to CCTV to detect and notify Manager/Supervisor for

- Safety: Detect Human in Risk Area and use of appropriate PPE.
- Environment: Detect Smoke from Stack.
- Process and Run factors: Record Temperature, Detect Billet Surface.

Installed Blue/Red warning light in Forklifts at NTS, SISCO, SCSC.

Crane Lighting at SCSC and SISCO.
Automated External Defibrillator (AED).

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Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct	:	Yes

Promoting Ethical Behaviors

The Company is committed to conducting its business in accordance with the five Tata values, Pioneering, Integrity, Excellence, Responsibility, and Unity, while strictly adhering to the Tata Code of Conduct (TCoC). The Company places strong emphasis on enforcing regulations and practices that support ethical and transparent business conduct, including the Anti-Bribery and Anti-Corruption Policy, Gift and Hospitality Policy, Whistleblower Policy, guidelines for reporting and reviewing concurrent employment, guidelines for reporting and reviewing conflicts of interest, and the disciplinary framework for employees who violate or breach the Code of Conduct. In addition, the Company has established policies and guidelines for the prevention of harassment in the workplace to promote respectful and equitable treatment for all stakeholders and to foster an appropriate working environment.

The Tata Code of Conduct, issued by Tata Sons, applies to all Tata Group companies worldwide. The Company has prepared a Thai-language version in the same booklet format as the original and distributed it to the Board of Directors, the management team, and all employees for study and strict adherence. The Code has also been shared with other stakeholder groups, including business partners, vendors, and service providers, to serve as a common standard of conduct as part of procurement agreements and contractual arrangements.

Training and Development Programs on Corporate Governance and Promoting Ethical Behaviors

The Company recognizes the important role and responsibilities of the Board of Directors and executives in driving good corporate governance and ethical business conduct. It therefore continuously supports relevant development programs. All new directors and executives receive an orientation program and plant visit, together with the Tata Code of Conduct (TCoC) booklet and related policy manuals, to serve as guidance for their roles. In addition, the Company encourages directors and executives to regularly attend training sessions and seminars organized by reputable institutions, including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Thai Institute of Directors (IOD).

For employees, the Company provides orientation and training on ethics and ethical business conduct, together with the relevant manuals. These cover key policies such as anti-bribery and anti-corruption, gift and hospitality, whistleblowing, prevention of sexual harassment in the workplace, conflicts of interest, and disciplinary measures for violations. All employees are required to pass a test with a score of more than 80 points and sign a declaration of commitment to strictly comply with the Tata Code of Conduct. In the past year, 1,067 employees of the Company (as of the end of March 2026), or 100%, received the training and successfully passed the assessment.

The Company has also extended TCoC and related policy training to contractor employees, business partners, and customers. In financial year 202526, the Company organized communication and clarification sessions on the Tata Code of Conduct and related policies for customers, business partners, operational-level contractors, and contractors at annual meetings. The Company also continued its cooperation with the Thai Private Sector Collective Action Against Corruption (CAC).

TCoC Awareness Through Communication and Activities

The Company continuously communicates and promotes awareness of business ethics among employees through various channels, including the TCoC Newsletter, which is issued monthly, Ethics Pause discussions during plant and departmental meetings, and TCoC workshops to strengthen understanding of and adherence to the Tata Code of Conduct (TCoC) and related policies.

In addition, the Company holds Ethics Month annually from July to September to reinforce awareness of the Code of Conduct. In financial year 202526, the campaign was conducted under the theme One Code, One Commitment. The Company also regularly communicates changes in relevant policies to stakeholders and has expanded its communication channels through the Action Taken newsletter to share summaries of complaint cases, investigation results, and disciplinary actions taken against those who violate the Tata Code of Conduct.

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Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : CAC_Certificate.pdf

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	No

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC	:	Fully implement

Compliance with Good Corporate Governance Principles in Other Matters

The Company follows the principles of good corporate governance for listed companies issued by SET. The Company also follows the OECD Organization for Economic Co-operation and Development) Principles of Corporate Governance. It comprises of five relevant principles and practices; (1) shareholders right, (2) equitable treatment of shareholders, (3) role of stakeholders, (4) disclosure and transparency and (5) responsibilities of the Board of Directors. The Company incorporated this in its Good Corporate Governance Policy to improve the practices standard. The principles were adapted for appropriate use in relation to the Companys circumstances and have been reviewed and improved to make it up-to-date and correspond to the ever-changing situation.

In the year 2024, the Company maintained rating in the Corporate Governance evaluation from Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand in Excellence category reflecting the Companys continuous focus on corporate governance. The implementation of Companys corporate governance report according to the five principles of OECD during the year 2024-25 is as follows:

Category I

Shareholders Rights

The Company emphasizes and respects the rights of every individual shareholder in playing a key role in financing the Company. In doing so, every shareholder is encouraged to make maximum use of their rights in protecting the Companys overall interest, and refrain from doing any action that may diminish the rights of the shareholders which can be summarized as follows:

1. **Basic rights** include registering as a shareholder of the Company, buying or selling shares and receiving dividends equally, receiving sufficient Company newsletters and information. These may include changes in the structure of the capital, changes in the control of the Companys important assets, buy or sell as well as being equally entitled to share buybacks.
2. **The right to vote in shareholder meetings**. This means using their rights to vote for a director, fixing the directors remuneration, the allocation of profits and dividends, the appointment of the Companys auditor and fixing the auditors fees, changes to the Memorandum of Associations and the Articles of Association, increasing or decreasing the Companys registered capital, and important transaction approvals that affects the business direction.
3. **Other rights as stated by law.** In addition to supporting and encouraging the use of the rights stated above, the Company also facilitates the rights of every shareholder in attending the shareholders meetings. The policies that create ease for shareholders to attend shareholders meetings are as follows:

- An easy process to attend shareholders meeting with minimum expenses.
- Setting a location that is convenient and can be reached through public transport.

- Providing a description of the documentation required to attend the meetings.
- Providing experienced personnel with the appropriate facilities in validating and registering the shareholders attendance.
- Providing the opportunity for shareholders who are not able to attend the meeting in person to nominate a representative to attend the meeting. This means nominating their own representative or nominating an Independent Director of the Company as their proxies. This is an easy process as a result of the documents required to attend the meeting be sent out in advance to the shareholders to reduce the time required to check their documents before attending the meeting.
- Providing a stamp duty on the document that nominates a representative to attend the shareholders meeting in the event that such document did not already have a stamp duty.
- Applying Barcode system for registration process for quality registration procedure.
- Use QR Code in place of printed documents in order to access information more conveniently and promptly.
- Allowing shareholders to register their attendance 2 hours in advance prior to the meeting. Furthermore, after the meeting has started shareholders are able to register and vote on the agenda being considered.

The Corporate Secretary office facilitates and protects the rights of the shareholders. Shareholders can contact the Corporate Secretary Office on phone number 02 937 1000 Ext 3210.

Category II

Equitable Treatment of Shareholders

The Company realizes its duty to look after the interest of every shareholder, whether it is the majority shareholder, institutional investor, foreign shareholder or minor shareholder by equitable treatments described as under:

Shareholders meeting

Every year, the Company organizes a shareholders meeting within four months from the end of the Companys financial year (within July). This meeting is the Annual General Meeting, while other meetings, if any, are called Extraordinary General Meeting. In the past financial year, no Extraordinary General Meetings was organized.

The Company conducted the 23rd Annual General Meeting of Shareholders was conducted at at 09:00 am on July 18, 2024 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. Those who were shareholders on the record date of May 23, 2024, were eligible to attend the meeting.

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 provided channel for submitting written questions in advance. For the effectiveness of AGM through Electronic Meeting method, the Company will not be able to take any questions during the meeting and requests the Shareholders to kindly submit relevant questions within July 15, 2024 via registered mail to Corporate Secretary Office, Rasa Tower 2, 20th Floor, 555 Phaholyothin Road, Chatuchak, Bangkok 10900 or email to somjaij@tatasteelthailand.com. Related questions to the Companys business were considered and answered in the meeting and disclosed on the Company website.

The Company has established a system and mechanism that allows an effective shareholders meeting. Information regarding the date, time, location, agenda, rules, and instructions to attend the meeting, the voting process, and agenda items were provided to the shareholders in advance. The Company did not undertake any action that would limit the shareholders ability to receive such information or restrict the shareholders ability to attend the meeting.

The Company assigned The Thailand Securities Depository (TSD), the Companys registrar, to process and deliver the notice of the meeting and relevant documents in both Thai and English languages to all shareholders 21 days prior to the meeting. The documents included:

1. Notice of Shareholders meeting with clear details regarding the date, time, location and meeting agenda(s) for information/approval/consideration. The purpose and reasoning for each agenda, and the Board of Directors opinion on each agenda item. This constitutes sufficient information for the decision of shareholders.
2. Proxy letter for the shareholders meeting in the format as specified by the Ministry of Commerce both in the A format, which is the easy and simple format to follow, or the B format that fully dictates each action as Approved, Disapproved, or Abstained for each agenda item. This proxy letter also allows the shareholders to vote for each director for appointment to the board.
3. Information about the Independent Directors that the Company has designated as proxies. The information includes their name, age, address and their vested interest, if any, in the proposed agenda of the meeting.
4. The Companys Integrated Annual Report (Form 56-1 One Report) in both Thai and English languages in the form of a QR Code, as well as in paper form for the shareholders who notified the Company in advance of their desire to receive them in paper format.
5. Explanation about the documents that are required to be presented to attend the meeting.
6. Articles of Association in connection with the Annual General Meeting.

In addition to this, the Company also:
Advertised the details of the Annual General Meeting through a Thai newspaper for 3 consecutive days and 3 days prior to the meeting.
Notified via the Stock Exchange of Thailands website (SETLink) that the shareholders meeting information would be available via the Company website one month in advance so that the shareholders are able to stay informed about the meeting in a convenient and speedy manner and able to study the necessary information in advance.
Distributed information via the Stock Exchange of Thailands website (SETLink) to inform shareholders that they are able to submit questions regarding the meeting agenda in advance.
The shareholders were also able to submit questions to the Board of Directors or individual Independent Directors through the Companys Secretariat Office for proposing to the Board of Directors to consider during the period June 24 July 15, 2024.

Furthermore, the Company provided a channel for submitting written questions in advance via registered mail to "Corporate Secretary Office", Rasa Tower II, 20th Floor, 555 Phaholyothin Road, Chatuchak, Bangkok 10900 or email to cso@tatasteelthailand.com. Related questions to the Company's business were answered in the meeting and subsequently disclosed on the Company website.

Before the Meeting
The Company Secretary informs shareholders of the Articles of Association related to the meeting and meeting procedures such as voting procedures, vote counting procedures and announcement of the result.
During the Meeting
The presiding Chairman conducts the meeting transparently according to the announced agenda with no additional agenda for consideration other than those specified on the notification inviting shareholders to the Annual General Meeting. Appropriate and sufficient time is allotted for consideration of each agenda before voting. Shareholders are allowed to vote for election of individual Director and encouraged to provide comments, recommendations and ask questions freely.
The Company uses voting ballots for the convenience of shareholders and arranges for an independent inspector (Third Party) to supervise voting and vote counting for transparency according to law and Companys Articles of Association. Vote counting is done by computer. Only shareholders voting ballots of Disapprove or Abstain are compiled for calculation by deducting from number of overall eligible shareholders who have the right to vote. Shareholders have one vote per one share. Results of the vote for each agenda are announced after resolving of each agenda item by slide projection. The meeting is also recorded on video media.

After the Meeting

The Company announces the meeting resolutions (Approve, Disapprove or Abstain) through SET news network (SETLink) immediately after the meeting and prepares the meeting minutes within the period specified by law. The minutes record details such as

1. Names and positions of the attended Directors, Executives including related persons
2. Announcement of voting procedures and vote counting
3. Questions and answers, comments and recommendations
4. Meeting resolutions and voting result on each agenda, classified as Approve, Disapprove, Abstain and Voided Ballot.

There were 37 shareholders who attended the Annual General Meeting of the shareholders on July 18, 2024, through electronics method and through proxy. This represented 6,070,320,182 shares or 72.08 % of the 8,421,540,848 issued shares. The Chairman as the representative of the Board, the members of individual committees namely the Audit & Risk Review Committee, the Corporate Governance, Nomination & Remuneration Committee, the Corporate Social Responsibility & Sustainability Committee, and 7 members of the Board of Directors, the Companys executives, the Companys auditor, as well as the Companys legal department attended the meeting.

Use of insider information

Details of the Companys policy and measures to prohibit the use of insider information for the benefit of Directors and Executives are under Use of Insider Information

There has been no incident of the use of insider information for the benefit of securities trading by the Directors or Management representatives during the previous year.

Report on stakeholders

The Company has specified that its Directors, Executives and related persons must declare their own interest in the form as defined by the Board of Directors. When there is any appointment as the Directors or Executives or changes in the report, the Company Secretary has been assigned to compile and present to Chairman of the Audit & Risk Review Committee and Chairman of the Board of Directors for acknowledgement of such reports. The Company would use such information to monitor and supervise transactions that may lead to conflict of interest such as connected transactions.

Connected Transactions

The Company has a clearly defined principle and procedure of the connected transactions and strictly complies with the regulation of the Securities and Exchanges Commission, Capital Market Supervisory Board and the Stock Exchange of Thailand in regard to the conflict of connected transactions. The Directors and Executives having interests and/or connection on a matter do not attend the meeting and vote on such matter.

For new connected transactions, its transaction size and value are taken into account, and submitted to the Audit & Risk Review Committee for consideration before further submission for endorsement by the Board of Directors. Besides, the Audit & Risk Review Committee is entrusted to review connected transactions on a quarterly basis to avert possible conflicts of interest. Disclosure of connected transactions is provided in the notes to the audited financial statements.

In the previous year, there has been no instance of any non-compliance to the regulations of the SET and SEC on Connected Transactions or acquisition/disposition of assets, including any transaction of providing financial assistance to non-subsidiary.

Category III

Role of Stakeholders

Engagement of all relevant stakeholders of the Company's operations, both directly and indirectly, is the most important component to analyze and determine the sustainability framework of the Company. Therefore, the Company recognizes the rights and benefits of all relevant stakeholders, not only by the statutory rights, but also includes mutual agreements between both internal and external stakeholders who are affected in term of sustainability with strict fairness. Key issues are communicated and stakeholder engagement mechanisms are developed regularly.

The Company focuses on the stakeholders engagement that affects Companys performance. The guidelines and responsibilities of each group of stakeholders are:

Shareholders

The Company is committed to create maximum benefits and maximize value for the shareholders sustainably and fairly. The operations of the Company are performed in line with corporate governance and vision of the Company. The Company is also committed to provide correct and complete information about the Company's business in accordance with the relevant regulations and agreements.

Employees

The Company recognizes that employees are the backbone for achieving the organizational goals. Accordingly, emphasis is placed on providing equal opportunities for all employees without discrimination against any social status, nationality, caste, religion, family, marital status, gender, sexual orientation, age, nationality and ethnicity. The remuneration and welfare of the employees, the quality of life of the employees and their families are enhanced and comparable to other leading companies. Provident Fund is applied as an instrument to motivate employees and to maintain long-term employee retention by providing a consistent savings option as a guarantee for the life after retirement.

There is also a focus on safety, health and environment for all employees. Training and staff development at all levels is considered as an important factor in the journey towards sustainable development.

Customers

The Company has adopted customer centricity to ensure that the products and services delivered to the customers meet their needs and maximize customer satisfaction. The Company continues to improve the quality of products and services in terms of both quality standards and fair prices to satisfy the diversified needs of the customers. The Company has channels for receiving complaints, including return policy, if any unqualified product is found. The Company maintains client confidentiality and does not use customer data to generate undue benefits.

Partners

The Company and its subsidiary have a clear policy and framework based on the TATA Code of Conduct (TCoC) for its business implementation with transparency and equitability in dealing with all partners. Compliance with the fair commercial competition framework and TCoC, maintain payment standard by close monitoring of payment status to build good and long-term relationship with business partners. TCoC covers joint operations between the Company and its partners, for instance, regular training on safety have been extended to transport contractors.

Competitors

The Company strives to operate with integrity and comply with the rules of fair competition. The Company does not use unfair or misleading information about the products or services of any competitors. The Company also cooperates with its competitors to create fair competition conditions.

Creditors

The Company carefully and strictly complies with the conditions and requirements of both trade creditors, lenders and makes timely payment. The Company also provides information with accuracy, transparency, equity and fairness to the creditors throughout the liable period.

Community and Society

The Company is committed to operating and carrying out business by being a good corporate citizen. The corporate social responsibility (CSR) is set as framework for operation to all levels of employees to perform and be conscious of the social responsibility throughout the process (CSR in Process), together with carry out business under the responsibility of community and society (CSR after Process). The Company also supports community development and quality of life through activities in various forms to build sustainable cooperation and relationships with the community.

The Company focuses on environmental protection, rigorously and continuously, in order to maintain good environment with the implementation and strict compliance in all production processes and all work procedures including compliance with strict environmental laws and regulations. TSTH Group has committed to make a significant leadership role in Climate Change as a result of global warming. Green Process (eco-friendly business operations) is applied in all stages of the organizations core business operations. The Company rapidly and effectively responds to any situation that may affect environment and community from the Companys operations by fully cooperating with the government, external agencies and relevant community.

Government authorities

The Company operates in compliance with the law. All employees are required to strictly abide by the laws and regulations of government agencies.

Media & Reporters

The Company gives importance to the disclosures in the media and ensures that the communications to the public are shared correctly, completely, transparently and with up-to-date information.

Code of Ethics

All employees adhere to the Companys Code of Conduct issued under the Tata Code of Conduct (TCoC) which defines guidelines and practices related to ethical business conduct with all stakeholders. Measures and channels for stakeholders to communicate/inform on unethical conducts are clearly spelt out along with process to protect the informant under the Whistleblower Policy for Directors, Employees, Customers, Suppliers and other Stakeholders of Tata Steel (Thailand) Public Company Limited Group.

The Company has a well laid down system to address ethical issues through the team of ethics coordinators and counsellor. All stakeholders can suggest/ report/ appeal on any concern in reference to the above Code of Conduct in person/ by letter/ Email/ telephone/ fax by contacting the Chairperson of the Audit & Risk Review Committee, the Ethics Counselor, or TCoC Helpline Services details of whom are as given below:

Chairperson of the Audit & Risk Review Committee

Ms. Anuttara Panpothong

Email address: anpan@pandora.net

Ethics Counselor

Miss Somjai Jarukitcharoon

Tata Steel (Thailand) Public Company Limited

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

Phaholyothin Road, Chatuchak, Bangkok 10900

Tel.: +66 2937 1000 ext. 3210 Fax: +66 2937 1223

Email address: somjaij@tatasteelthailand.com

TCoC Helpline Service

The Company provides a TCoC Helpline Services. The Helpline is a third-party who is independent of Tata Steel (Thailand) group. There are experts in taking notes of the ethics concerns reported and notified by employees, contractors or suppliers. The TCoC Helpline Services can be availed by a call on 1-800-292-777 (Toll Free) or 0-2677-2800 available on Monday-Friday from 08:3017:30 hrs. (Except Public Holidays) and via email address tell@thailand-ethicsline.com. Alternatively, the users can make a report via post P.O. Box 2712, Bangrak Post Office, Bangkok 10500. The whistleblowers identity is not recorded to ensure confidentiality and the whistleblowers identity remains anonymous.

Workplace Safety

The safety and occupational health responsibilities of the Company are driven by the commitment to ensure zero harm to people we work with and society at large and are integral to the way we do business. The Company has a clear and concrete policy pertaining to the workplace safety and sanitation which is posted on the website of the Company.

The Company is driven by the following Safety Principles:

- Safety is line management responsibility.
- All injuries can be prevented.
- Felt concern and care for the employees on 24 hours safety shall be demonstrated by Leaders.
- Employees shall be trained to work safely.
- Working safely shall be the condition of employment.
- Every job shall be assessed for the risk involved and shall be carried out as per authorized procedures/ checklist/ work permit and using necessary work permit and personal protective equipment.

The Company is also committed to continual improvement in the safety & occupational health performance and accordingly, sets objective-targets, develop, implement and maintain management standards and systems, and go beyond compliance of the industry standard, legal and other requirements.

Category IV

Disclosure and Transparency

The Company recognizes the importance of taking responsibilities in disclosing the Companys financial and non-financial information to foster greater investment decision, transparency and accountability as well as the highest benefits of shareholders, investors, analysts, and stakeholders. Such information is accurate and complete, creating no misunderstanding or misinterpretation. Also, such information is up-to-date and timely as specified by the Securities and Exchange Commission (SEC) and relevant agencies.

The Management is responsible for the communication and disclosure of important information in accordance with the requirements of both periodic and non-periodic reports. The periodic report includes financial statements, Integrated Annual Report (Form 56-1 One Report), while the non-periodic report involves disclosures, if any, relating to asset acquisition and disposal, participation and cancelation of joint venture, increase and decrease of investment capital, issuance of new securities, and buy-back of shares, if any.

The Company has established a Corporate Secretary Office to serve as the Companys information disclosure center. Samples of information are described as follows:

1. Financial and non-financial information with complete, accurate, and unbiased details both in Thai and English languages complying with the SETs news system (www.set.or.th)/ the Companys website (www.tatasteelthailand.com).
2. Management Discussion & Analysis of financial status and overall performance for each quarter (the SETs news system (www.set.or.th)/ the Companys website (www.tatasteelthailand.com), newspaper.
3. The up-to-date shareholding structure with complete details of the proportion of major and minor shareholders. The structure can unveil the information of the beneficial owner as well as the shareholding information of the Board of Directors and executives. Currently, none of the Directors have shareholdings of the Company (Integrated Annual Report (Form 56-1 One Report) / the Companys website (www.tatasteelthailand.com).
4. The information in the Integrated Annual Report (Form 56-1 One Report) are disclosed clearly and completely for the benefits of shareholders decision making, for instance, Management Discussion and Analysis on financial status and operating performance, industry overview and competition, business risk, profile of the Board of Directors and executives, remuneration of the Board of Directors and senior executives, and the Board of Directors meeting attendance etc.
5. Financial statements, in accordance with generally accepted accounting principles audited by an independent auditor, qualified and approved by the Securities and Exchange Commission (SEC). The Company has never delayed the submission of quarterly and annually financial statements to the Stock Exchange of Thailand (SET) and the SEC (the SETs news system (www.set.or.th)/ the Companys website (www.tatasteelthailand.com).
6. The information on related party transactions (if any).

In addition to the disclosure of information specified by the Securities Exchange Commission (SEC), the Securities Exchange of Thailand (SET), and relevant authorities, the Company has assigned its President & CEO as Speaker to communicate on the Companys information to the public, while assigning the Company Secretary to manage the overall function of Investor Relation by being responsible for the communication and coordination with the external stakeholders i.e. shareholders, institutional shareholders, investors, analysts, and other related agencies. The Company provides convenient channels for accessing the Companys information such as disseminating company information in both Thai and English via the Companys website www.tatasteelthailand.com in relation to business operations, financial statements, press releases, shareholding structure, organization structure, business group structure, information of the Board and Managements, Investor Relations, regulations and corporate governance including downloadable information such as Integrated Annual Report (Form 56-1 One Report), notice of the shareholders' meeting and minutes of the shareholders' meeting, etc. This policy has been developed to strengthen investors understanding and confidence in the Company.

Furthermore, after quarterly and annual financial performance is disclosed to SET, the Company conducts quarterly Press conference to disseminate its operational performances and to the public via the Companys website www. tatasteelthailand.com.

Category V

Responsibilities of the Board of Directors

The Company has specified roles and responsibilities of the Board of Directors to ensure they can perform their duties based on integrity, carefulness, and circumspection with the objective to provide all shareholders with equitable treatment and create mutual confidence between shareholders and the Company. The Companys management system complying with good corporate governance principles has been implemented to ensure honest, reasonable, and independent supervision and operations under the legal framework and business ethics aiming for greater performances of the Board of Directors, particularly to maximize benefits for all stakeholders.

Structure of the Board

The Company has remained firm in checking and balancing the management principles (checks and balances), while emphasizing clearly the Board diversity strategy. The Board of Directors comprises of qualified persons with appropriate knowledge, ability, experience, professionalism, gender diversity (at least one woman Director), and leadership backed by organizational management skills and perspectives strictly committing to time and efforts for functioning and responding for the position of Director, who can express freely and independently to benefit the Companys business operations. Committees are also appointed to consider specific matters leading to appropriate decision making in compliance with corporate governance principles.

In addition, the Board of Directors has also appointed a qualified and experienced Company Secretary to be responsible for secretarial matters in accordance with the provisions of Management Structure.

Duties, Roles, and Responsibilities of the Board of Directors

The Board of Directors shall devote time and effort to the Company and would never seek personal gain or be involved in any conflict of interest deemed to have competed with the business operations of the Company and its subsidiary. The ultimate goal is to keep the business stable for the balanced and sustainable benefits of all stakeholders, while being able to increase the shareholders value in the long run, conforming to the Companys vision and goal.

The Board of Directors is responsible for defining the Companys visions, missions, management strategies, long-term plans, and annual budgets by delegating the Management to propose the aforementioned matters to the Board of Directors, which would be discussed fully and mutually based on cautiousness, honesty, and accountability aiming for greater business efficiency. During the financial year 2024-25, the Board of Directors has reviewed and approved the Companys vision, mission, policies, long term plan strategies, annual budget including the Companys operations, risk management and budget allocation plans, while evaluating the overall performance of the Company and its committees on a quarterly basis. The Directors have also reviewed the strategies, objectives and annual budgets. The Board of Directors monitors the implementation of the Company strategy through the performance of the Company on a quarterly basis. Furthermore, the Company has developed effective monitoring and supervision measures for senior executives to review, improve, and develop the Companys risk management, internal control, and audit systems in line with diversified circumstances, while being able to oversee and develop corporate governance principles to align with internationally accepted standards.

Authority of the Board of Directors

1. Approve annual business plan, annual investment plan, mid-term or long-term plan
2. Approve short/long term loan from banks/financial institutions, placing collateral as loan guarantee, signing on approved loan agreement or cancellation of loan term loan
3. Approve open/close bank accounts
4. Approve to use/change to accounting principle, or update/change to schedule of depreciation rate
5. Approve financial statements and allocation of accumulated profit
6. Approve purchase, sell, exchange, mortgage, sale with right of redemption, lease, rent, or let of land and buildings which the book value is not be over than 50 million Baht
7. Approve selling tangible and other assets (excluding land)
8. Approve matters relating to changes in organizational structure, HR planning, nomination and recruitment of senior executives and budgeting for annual raises and bonus
9. Approve joint-venture, stock investment
10. Approve matters submitted to AGM
11. Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company or Subsidiary:

11.1 Any loan exceeding Baht 50 million and not in the Groups annual budget.

11.2 Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any persons and not in the Groups annual budget.

11.3 Any investments exceeding Baht 50 million and not in the Groups annual budget.

11.4 Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million and not in the groups annual budget.

11.5 Approvals or amendments of the Groups annual budget.

11.6 Any transactions with connected parties not in the course of normal business operation.

11.7 Any change of the accounting policy, approval of the annual consolidated financial statements, annual separate financial statements and quarterly group financial statements.

11.8 Any changes related to the Groups business operation or termination of any business operation.

Duties of Chairman of the Board of Directors

The primary function of the Chairman of the Board of Directors is to lead and manage the Board. The Chairman is responsible for the implementations of the Board decisions and act as a direct liaison between the Board of Directors and the Management through the President & CEO of the Company. Also, the Chairman is expected to disseminate the Boards resolutions to all parties involved, ensuring that all requirements are implemented in the most productive and appropriate way.

With different responsibilities between the Chairman as a policy leader and the President & CEO as a leader of corporate management, the Company has determined to separate the roles and responsibilities between the Chairman and the President & CEO clearly. Accordingly, the Chairman would remain independent of the management and be involved in no business benefit or relationship that may possibly hinder his independent discretion.

Significant roles and responsibilities of the Chairman are as follows:

1. Guiding the Board to ensure its effective functioning.
2. Providing the President & CEO with independent advice.
3. Consulting with the President & CEO, and Company Secretary to propose meeting agendas.
4. Encouraging all members of the Board of Directors to freely debate issues, raise inquiries, and express productive opinions during meetings.
5. Fostering constructive relationship between members of the Board of Directors and the Management.
6. Ensuring effective communication with all shareholders.

The Audit & Risk Review Committee

The Audit & Risk Review Committee consists of three Independent Directors.

Ms. Anuttara Panpothong, Chairperson of the Audit & Risk Review Committee, has extensive experience in the area of accounting and finance including reviewing the reliability of financial statements.

The Audit & Risk Review Committee has the duty to review the correctness of the financial statements and review the operations to be in compliance with the policy and Companys regulations, with the laws, regulations and guidelines of the supervisory agencies responsible for developing financial and accounting system to be in line with international standards. It reviews the Companys risk management system and monitors the overall risk management framework of the Company. The review ensures that the Company has an internal control system, internal audit system and risk management system which are concise, appropriate, up-to-date and efficient.

The Board has authorized the Audit & Risk Review Committee to express its opinion independently. The Internal Audit team within the Company reports directly to the Audit & Risk Review Committee. The Audit & Risk Review Committee may seek an external independent advisory report on the Companys expenses, if needed.

The Executive Committee

The Executive Committee consists of four Directors with the responsibility to supervise the Companys operation as assigned by the Board of Directors which includes refinement of policies and strategies along with sharing of best practices to correspond with the economic situation, consider and provide guidance on the business plan and annual budget allocation proposed by the management to the Board of Directors. It also has the duty to supervise, provide oversight and monitor the Companys operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and annual business plan as prescribed by the Board of Directors.

The Corporate Governance, Nomination & Remuneration Committee

The Corporate Governance, Nomination & Remuneration Committee includes three members of the Board of Directors, two of whom are independent directors and the Committee is chaired by an independent director. The Committee has the duty to propose, review and supervise the functions of the Board of Directors and Executives in accordance with the Companys corporate governance guidelines; to consider selection process and recruit appropriate person for nomination as Director or President & CEO or replacement of the Director who retires by rotation or in other cases. It also has the duty to consider remuneration e.g. to study, consider and monitor the change and trend of the remuneration of the Board of Directors, members of Committees, President & CEO and the senior management of the Company.

The Corporate Social Responsibility & Sustainability Committee

As a responsible corporate citizen, the Company has increased emphasis on long-term sustainability. The Board of Directors, by the consideration of the Corporate Governance, Nomination & Remuneration Committee, established the Corporate Social Responsibility & Sustainability Committee in the year 2018.

The Corporate Social Responsibility & Sustainability Committee includes three members of the Board of Directors, one of them being an Independent Director, and is chaired by an Independent Director. The Committee assists the Board to formulate, monitor and review CSR strategy and policy of the Company and the amount of expenditure to be incurred on CSR activities. The Committee also provides guidance to the Management to formulate, implement and review the policies, principles and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured, natural, social, human and intellectual capitals.

Terms of the Board of Directors and Committees

The term of office of each director is for three years, provided that at every Annual General Meeting of Shareholders, one-third of the directors retire. According to the Board of Directors policy, Directors have to jointly agree on the retirement sequence and Director who retires is eligible for re-election. The term for Independent Directors shall not be over 10 years. The term of members of other Committees shall be equal to the tenure of the Director on the Board and the Director will vacate the Committee as soon as he/she steps down from the Board.

Serving on other Company Boards by Directors and President & CEO

The Company has a clear policy on the maximum number of other listed companies each director is allowed to serve as the member of their boards. The Directors shall not serve more than five listed companies as members of the boards. The President & CEO shall not serve in other listed companies except as a Director on the Board of any other Tata Group Companies.

Currently the Board of Directors consists of four Thai directors and four foreign directors, of which five directors are residents in Thailand. Currently, none of the Thai directors are on the Boards of listed companies in Thailand and none of the foreign directors are on the Board of any other listed company in Thailand. Each of the directors are capable to perform his/her duties and dedicate appropriate time and efforts for the Company.

Since the President & CEO is an executive director, like other employees, he has to dedicate his full efforts for the Company according to the terms of the employment contract. He has not been appointed as a Director in any other listed company. Any association with other companies outside Thailand is declared in the resume included in the Integrated Annual Report (Form 56-1 One Report).

Meeting of the Board of Directors

The Company schedules at least 5 (five) board meetings each year, where all members of the Board of Directors are informed in advance. The agendas are determined for each meeting and are circulated in advance, both for the Board of Directors and the Committees. The Company is also required to make a follow-up action on each implementation and its outcomes, while being prepared to call any ad-hoc meeting in case of any specific requirement. For each meeting, the invitation letter as well as agenda and supportive documents are delivered to all the members of the Board of Directors at least 7 (seven) days prior to the actual meeting date.

For each meeting, in addition to the quorum required by law, there shall be at least half of the total number of the Board of Directors attending the meeting. The Company has also set a minimum quorum policy for the Board of Directors voting, requiring at least two-thirds of the total number of the Board Directors to be in line with good corporate governance principles. Meanwhile, the Chairman presiding over the meeting would provide the Board of Directors with an opportunity to express their opinions freely and independently, with sufficient time allocated for discussion in the meeting. Each agenda would be discussed based on the fairness and benefits of all shareholders and stakeholders. For the resolution of each agenda, the majority vote would be adopted, where 1 (one) member of the Board of Directors would be eligible to cast 1 (one) vote. In case of equal votes, the Chairman of the meeting would be required to cast his final vote. However, any member of the Board of Directors having an interest in a discussing agenda would not attend the meeting during the discussion.

After the meeting, all agendas are recorded clearly in a written form, with significant details including the list of members of the Board of Directors attending the meeting, members of the Board of Directors not participating in the meeting, participants in the meeting, and feedbacks and comments on different agendas. The draft of minutes is circulated to all members through e-mail and is proposed for approval in the next meetings. Directors can add comments for completion and correctness before it is put up for the signature of the Chairman.

During 2024-25, the Company has held 7 (seven) board meetings. All of which were attended by the 10 Directors. The overall attendance of the Directors was 99.43% of the 7 meetings held during the year (including attendance of meetings through electronic media). The management team is present in the meetings on a regular basis, as part of the strategy to provide further information for those who directly encounter problems, where the Board of Directors policies and decisions can be acknowledged immediately to stimulate greater operational effectiveness. However, in some cases, only the Board of Directors or non-executive directors would be required to attend certain meetings to ensure genuine independence in making decisions and expressing opinions. Additionally, non-executive directors also hold further discussions outside the meeting requirements on a regular basis.

The summary of the total number of meetings and attendance of the Board of Directors during 2024-25 is detailed in the section on Management Structure.

Performance Evaluation of the Directors

In Accordance with good Corporate Governance, the Board of Directors require the Directors and Committees to evaluate the performance annually to ensure that the Directors performance is effective and fair toward all stakeholders. The evaluations are done both as the whole Board and as individuals. The Board of Directors considers the evaluation to be a tool to help the Directors to improve their performance and also to identify the obstacles during the past year, if any. The result is analyzed and considered to find the conclusive standard for further development.

During 2024-25, the Boards performance evaluation is considered from 1) Self-assessment form of the entire Board 2) Self-assessment form of committees which consists of 3 Committees: 2.1) Audit & Risk Review Committee 2.2) Corporate Governance, Nomination & Remuneration Committee and 2.3) Corporate Social Responsibility & Sustainability Committee, 3) Individual assessment form of the Board and the Committees. The assessment criteria are as follows:

Assessment criteria Board Committees Individual

1) Structure and Characteristics of the Board 2) Roles and Responsibilities of the Board 3) Board Meetings 4) Relationship with Management

5) Self-development of Directors and Managements development.

The details of the performance evaluation process of the Board, Committees and individual Directors are as follows.

1. The Corporate Governance, Nomination and Remuneration Committee considers and reviews the performance evaluation criteria for completion and proposes to the Board of Directors for the approval to use the assessment forms.
2. The Company Secretary circulates the assessment forms, duly approved by the Board of Directors, to all Directors for their evaluation and comments, if any.
3. The Company Secretary compiles the results and the comments from the Directors and reports to the Board of Directors after the Corporate Governance, Nomination & Remuneration Committee has reviewed the results and comments from the Directors for further development.

The performance evaluation for the financial year 2024-25 of the Board of Directors and Committees, both for the entire Board and for individual directors, is rated "Excellent". The Directors shared their comments independently in the performance evaluation form.

Performance Evaluation of the President & CEO

The Corporate Governance, Nomination & Remuneration Committee reviews President & CEOs performance on a yearly basis. The Board of Directors considers and grant an approval for a performance result in accordance with principles of the Corporate Governance, Nomination & Remuneration Committee. The evaluation is based on the Presidents performances in various aspects, for instance, leadership, policy and strategy determination, financial management, relationship with the Board of Directors and other stakeholders, product and service knowledge, and performances compared to other companies in the same industry.

Training and development Programs for Directors and Executives

The Company recognizes the importance of duties and responsibilities of the Board of Directors and executives, and the necessity to provide them with knowledge development programs related to the Companys business operations.

The Company allocates budget and encourages the Board of Directors to attend training programs and seminars which enhances their understanding on directors roles from the reputed institutions including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Thai Institute of Directors (IOD), and nationally renowned universities, aiming to maximize knowledge and ability to perform work effectively and keep pace with changing business situations. Thai Directors, President & CEO and Vice President Finance & CFO have attended various training programs organized by IOD.

Other corporate governance performance and outcomes

Highlighted Implementation and Activities

The Company was rated at the Excellent level in the CGR assessment

In October 2025, the Company received the results of the Corporate Governance Report (CGR) assessment conducted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand. The Company achieved an overall score of 97 points rate at the Excellent, which was higher than the average score of all listed companies of 83 points, rated at the Very Good level.

TCoC Awareness Through Communication and Activities

The Company continuously communicates and promotes awareness of business ethics among employees through various channels, including the TCoC Newsletter, which is issued monthly, Ethics Pause discussions during plant and departmental meetings, and TCoC workshops to strengthen understanding of and adherence to the Tata Code of Conduct (TCoC) and related policies.

In addition, the Company holds Ethics Month annually from July to September to reinforce awareness of the Code of Conduct. In financial year 202526, the campaign was conducted under the theme One Code, One Commitment. The Company also regularly communicates changes in relevant policies to stakeholders and has expanded its communication channels through the Action Taken newsletter to share summaries of complaint cases, investigation results, and disciplinary actions taken against those who violate the Tata Code of Conduct.

In December 2025, **TCoC Awareness Through Communication and Activities**

The Company continuously communicates and promotes awareness of business ethics among employees through various channels, including the TCoC Newsletter, which is issued monthly, Ethics Pause discussions during plant and departmental meetings, and TCoC workshops to strengthen understanding of and adherence to the Tata Code of Conduct (TCoC) and related policies.

In addition, the Company holds Ethics Month annually from July to September to reinforce awareness of the Code of Conduct. In financial year 202526, the campaign was conducted under the theme One Code, One Commitment. The Company also regularly communicates changes in relevant policies to stakeholders and has expanded its communication channels through the Action Taken newsletter to share summaries of complaint cases, investigation results, and disciplinary actions taken against those who violate the Tata Code of Conduct.

In December 2025, the Companys membership was renewed for a fourth term, covering the period from 30 September 2025 to 30 September 2028 from the Thai Private Sector against Corruption.

Corporate Governance Structure

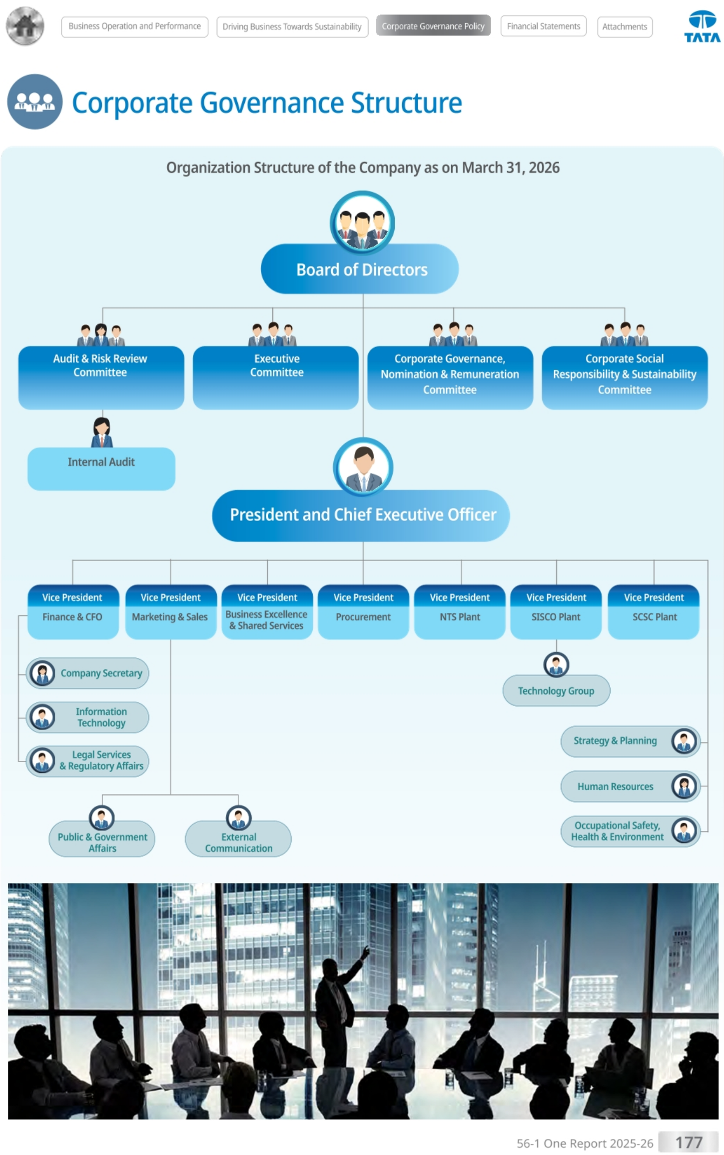
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Mar 2026

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024		2025		2026	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		8	
	7	1	7	1	7	1
Executive directors	4		2		3	
	4	0	2	0	3	0
Non-executive directors	4		6		5	
	3	1	5	1	4	1
Independent directors	3		3		3	
	2	1	2	1	2	1
Non-executive directors who have no position in independent directors	1		3		2	
	1	0	3	0	2	0

	2024		2025		2026	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	87.50	12.50	87.50	12.50	87.50	12.50
Executive directors	50.00		25.00		37.50	
	50.00	0.00	25.00	0.00	37.50	0.00
Non-executive directors	50.00		75.00		62.50	
	37.50	12.50	62.50	12.50	50.00	12.50
Independent directors	37.50		37.50		37.50	
	25.00	12.50	25.00	12.50	25.00	12.50
Non-executive directors who have no position in independent directors	12.50		37.50		25.00	
	12.50	0.00	37.50	0.00	25.00	0.00

Additional explanation : *Displayed % (percentage) from proportion of total board of directors*

	2024		2025		2026	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		59		58	
	61	52	59	53	59	54

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. ASHISH ANUPAM Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Chairman of the board of directors (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	15 Dec 2022	Engineering, Steel, Leadership, Governance/ Compliance, Strategic Management
2. Mr. RAJIV MANGAL Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	1 Dec 2013	Sustainability, Engineering, Leadership, Corporate Social Responsibility, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. ANUTTARA PANPOTHONG Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	20 Mar 2018	Finance, Human Resource Management, Risk Management, Audit, Commerce
4. Mr. THAEVAN UTHAIVATH Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Social Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. TARATORN PREMSOONTORN Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	19 Jun 2024	Banking, Finance, Governance/ Compliance, Economics, Commerce
6. Mr. SANDEEP BHATTACHARYA Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	17 Jan 2025	Commerce, Accounting, Finance, Data Analysis, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. SANJAY KUMAR SHRIVASTAV Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Cost and Management Accountant, Company Secretaryship Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	26 Jun 2025	Accounting, Finance, Risk Management, Budgeting, Business Administration
8. Mr. ANURAG PANDEY Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	1 Feb 2026	Steel, Marketing, Sustainability, Engineering, Business Administration

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. TARUN KUMAR DAGA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes	1 Feb 2026	Mr. ANURAG PANDEY Appointment date of replacement director : 1 Feb 2026

List of directors	Position	Date of resignation / termination	Replacement director
2. Mr. JAYANTA CHAKRABORTY Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes	31 May 2025	Mr. SANJAY KUMAR SHRIVASTAV Appointment date of replacement director : 26 Jun 2025

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. ASHISH ANUPAM	Chairman of the board of directors	✔				✔
Total (persons)		3	5	3	2	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mr. RAJIV MANGAL	Director		✔		✔	
3. Ms. ANUTTARA PANPOTHONG	Director		✔	✔		
4. Mr. THAEVAN UTHAIVATH	Director		✔	✔		
5. Mr. TARATORN PREMSOONTORN	Director		✔	✔		
6. Mr. SANDEEP BHATTACHARYA	Director		✔		✔	
7. Mr. SANJAY KUMAR SHRIVASTAV	Director	✔				✔
8. Mr. ANURAG PANDEY	Director	✔				✔
Total (persons)		3	5	3	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	12.50
2. Banking	1	12.50
3. Steel	2	25.00
4. Commerce	3	37.50

Skills and expertise	Number (persons)	Percent (%)
5. Law	1	12.50
6. Marketing	2	25.00
7. Accounting	2	25.00
8. Finance	4	50.00
9. Corporate Social Responsibility	2	25.00
10. Human Resource Management	1	12.50
11. Sustainability	3	37.50
12. Data Analysis	1	12.50
13. Engineering	3	37.50
14. Leadership	2	25.00
15. Strategic Management	1	12.50
16. Risk Management	4	50.00
17. Audit	1	12.50
18. Budgeting	1	12.50
19. Governance/ Compliance	3	37.50
20. Business Administration	2	25.00

Information about the other directors (*)(**)

	2024	2025	2026
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No

	2024	2025	2026
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce [1]	-	No	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	No	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
(**) If a remark is specified, the remark from the most recent year will be displayed

Remark: *[1] An authorized director of the Company but is not involved in the day-to-day operations of the business.*

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management	:	Have
Methods of balancing power between the board of directors and Management	:	Increasing the proportion of independent directors to more than half, Others : The Chairman of the Board and the President and CEO are not the same person

The primary function of the Chairman of the Board of Directors is to lead and manage the Board. The Chairman is responsible for the implementations of the Board decisions and act as a direct liaison between the Board of Directors and the Management through the President & CEO of the Company. Also, the Chairman is expected to disseminate the Boards resolutions to all parties involved, ensuring that all requirements are implemented in the most productive and appropriate way.

With different responsibilities between the Chairman as a policy leader and the President & CEO as a leader of corporate management, the Company has determined to separate the roles and responsibilities between the Chairman and the President & CEO clearly. Accordingly, the Chairman would remain independent of the management and be involved in no business benefit or relationship that may possibly hinder his independent discretion.

Reference link for the measures for balancing the power between the board of directors and the management	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	169

Information on the roles and duties of the board of directors

Board charter : Have

CHARTER OF THE BOARD OF DIRECTORS

Role

The role of the Board of Directors is to provide effective governance for the Companys affairs to ensure the interests of shareholders are protected and the confidence of the investment market is maintained whilst having regard for the interests of all stakeholders that includes customers, employees, suppliers and local communities.

Appointment of the Board of Directors

- The Companys Board of Directors shall consist of less than five (5) persons nor more than fourteen (14) persons with at least three (3) Independent Directors. Not less than half of whom shall reside within Thailand.
- All the Directors shall be elected by a shareholders meetings in accordance with the following rules and procedures:

(1) One shareholder shall have votes equal to the number of shares held;

(2) In electing the Directors, the method of voting used may be to vote on candidate by candidate or several candidates together, whichever the Shareholders Meeting finds appropriate, but in voting to pass a resolution, the shareholders shall vote using all the votes under (1) which cannot be divided for any person or group to any extent at all.

(3) 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.

- The Board of Directors shall elect one (1) of the members to be the Chairman of the Board of Directors. In case the Board of Directors deems it appropriate, the Board may elect one director to be Vice-Chairman. The Vice-Chairman shall have duties as stipulated in the articles of association in the business assigned by the Chairman of the Board.
- Company Secretary shall be the Secretary to the Board of Directors.

Term of Service

- 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), but not in excess of one-third (1/3), of the total number of directors shall retire.
- A director who vacates his office may be re-elected.
- Other than for vacancy by rotation, a Director shall vacate office upon:

(1) death;

(2) resignation;

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

(4) being removed by a resolution of the shareholder meeting under Clause 22; and

(5) being removed by a court order.

- Any Director who will resign from the Directorship shall submit a resignation letter to the Company in advance and the resignation shall be effective from the date the letter of resignation arrived the Company.
- In the case of a vacancy on the Board of Directors for reasons other than by rotation, the Board of Directors shall elect any person who is qualified and not have any of the prohibited characteristics by law as the substitute Director at the subsequent Board of Directors meeting, unless the remaining term of office of said Director is less than two (2) months. The aforesaid substitute Director shall retain such office only for the remaining term of office of the replaced Director.

Scope of Duties and Responsibilities

The Board of Directors has the duty and authority to manage the Company in compliant with the objectives, Articles of Association and resolutions of the shareholders meeting. However, the Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company and / or Subsidiaries.

- Any loans exceeding Baht 50 million and not in the Groups annual budget.
- Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any persons and not in the Groups annual budget unless allowed in the contracts of the financial restructuring agreement or business rehabilitation plan of N.T.S.
- Any investments exceeding Baht 50 million and not in the Groups annual budget.
- Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million and not in the groups annual budget.
- Approvals or amendments of the Groups annual budget.
- Any transactions with connected parties not regarding as normal business operation.
- Changing of the accounting policy, approval of the annual consolidated financial statements, annual individual financial statements and quarterly group financial statements.
- Changes related to the Groups business operation or termination of any business operation.

The Board of Directors may appoint any persons to manage the Companys operation under supervision of the Board of Directors or may authorize such persons with the authorities the Board of Directors deem appropriate for a certain period of time. The Board of Directors may revoke, alter or amend such authorization. The Board of Directors may delegate to the Executive Committee (Executive Directors) or the President the authority to perform various functions. Approvals of any business operation must comply with the authority limit specified by the Board of Directors. Such delegation of authority shall not be in a way to allow the Executive Committee or the President to be able to approve transactions that they or other persons may dispute, have interest in or have conflict of interest with the Company and its subsidiaries, in accordance with the Companys Articles of Association and SECs announcement. Exclusion is made to approval of transactions in compliant with the Board of Directors pre-approved policies and criteria in the normal course of business operation such as procurement of raw materials and connected transactions with related companies.

Meeting

The Board of Directors shall have a meeting at least four (4) times a year. The Board of Directors shall be called by the Chairman of the Board of Directors or the Secretary to the Board of Directors by the order of the Chairman. The Notice of the meeting and meeting documents shall be sent to the Directors seven (7) days prior to the meeting date.

At a meeting of the Board of Directors, at least one half (1/2) of the total number of Directors present shall form a quorum. The Chairman shall preside in the meeting. In case the Chairman of the Board is not present at the meeting or cannot perform his or her duty, and if there is a vice-chairman, the vice-chairman present at the meeting shall be the Chairman of the meeting. If there is no vice-chairman or if there is a vice-chairman who is not present at the meeting or cannot perform his or her duty, the Directors present at the meeting shall elect one of the Directors to be the Chairman of the meeting.

Resolution of the meeting shall be made by the majority vote of the Board or Directors present.

Each Director is entitled to one (1) vote, but a Director who has interest in any matter shall not be entitled to vote on such matter. In the event of a tie vote, the Chairman of the meeting shall have a casting vote.
The Board of Directors may invite any person related to the meeting agenda to attend the meeting in order to discuss, explain and respond to any question as necessary and appropriate.

Retirement Age

The retirement age for Executive Directors (Executive Director includes President & CEO) would be 60 years.
The retirement age for independent directors would be 70 years.

Remuneration

A Director is entitled to receive remuneration as fixed by a shareholder meeting by a vote of not less than two-thirds 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 of 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 Companys rules.

Reference link for the board charter	:	https://www.tatasteelthailand.com/wp-content/uploads/2022/08/BOD-Charter_EN-17.09.2018.pdf

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees[2]

Board of Directors

Role

- Audit of financial statements and internal controls
- Risk management
- Director and executive nomination
- Remuneration
- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Scope of Duties and Responsibilities
The Board of Directors has the duty and authority to manage the Company in compliant with the objectives, Articles of Association and resolutions of the shareholders meeting. However, the Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company and / or Subsidiaries.
1) Any loans exceeding Baht 50 million and not in the Groups annual budget.

2) Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any persons and not in the Groups annual budget unless allowed in the contracts of the financial restructuring agreement or business rehabilitation plan of N.T.S.
3) Any investments exceeding Baht 50 million and not in the Groups annual budget.
4) Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million and not in the groups annual budget.
5) Approvals or amendments of the Groups annual budget.
6) Any transactions with connected parties not regarding as normal business operation.
7) Changing of the accounting policy, approval of the annual consolidated financial statements, annual individual financial statements and quarterly group financial statements.
8) Changes related to the Groups business operation or termination of any business operation.
The Board of Directors may appoint any persons to manage the Companys operation under supervision of the Board of Directors or may authorize such persons with the authorities the Board of Directors deem appropriate for a certain period of time. The Board of Directors may revoke, alter or amend such authorization. The Board of Directors may delegate to the Executive Committee (Executive Directors) or the President the authority to perform various functions.
Approvals of any business operation must comply with the authority limit specified by the Board of Directors. Such delegation of authority shall not be in a way to allow the Executive Committee or the President to be able to approve transactions that they or other persons may dispute, have interest in or have conflict of interest with the Company and its subsidiaries, in accordance with the Companys Articles of Association and SECs announcement. Exclusion is made to approval of transactions in compliant with the Board of Directors pre-approved policies and criteria in the normal course of business operation such as procurement of raw materials and connected transactions with related companies.

Reference link for the charter

https://www.tatasteelthailand.com/wp-content/uploads/2022/08/BOD-Charter_EN-17.09.2018.pdf

Audit Committee

Role

• Others
• The Audit and Risk Review Committee is appointed to supervise the Good Corporate Governance, enhance the efficiency and create the added value for the Company.

Scope of authorities, role, and duties

The Audit and Risk Review Committee has the duties as delegated by the Companys Board of Directors as follows:
1. To review the Companys financial reporting process in accordance to the accounting standards, stipulated by the laws, with transparency, accuracy and adequacy.
2. To promote the improvement of the financial reporting process to meet international accounting standards.
3. To review the Companys internal control system and internal audit system to ensure that they are suitable and efficient.
4. Review the risk management system and monitoring of the overall risk management framework of the Company.
5. To review the Companys compliance with the law on Securities and Exchange, the Exchanges regulations, and the laws relating to the Companys business.
6. To review the internal audit work, plan and audit practices, including evaluation of the audit results and various other Company activities, in accordance with generally accepted procedures and methods.

7. To consider the disclosure of information of the Company in case there is connected transaction or transaction that may lead to conflict of interest, so as to ensure the accuracy and completeness and are in compliance with the laws and the Exchanges regulations, and are reasonable and for the highest benefit of the Company.

8. To review and provide the opinions on the performance of the internal audit office and coordinate with the auditors.

9. To prepare and to disclose in the Companys Annual Report, an Audit and Risk Management Committees report which must be signed by the Chairman of The Audit and Risk Review Committee and consist of at least the following information:

1) an opinion on the accuracy, completeness and creditability of the Companys financial report;
2) an opinion on the adequacy of the Companys internal control system;
3) an opinion on the compliance with the law on Securities and Exchange, the Exchanges regulations, or the laws relating to the Companys business;
4) an opinion on the suitability of an auditor;
5) an opinion on the transactions that may lead to conflict of interest;
6) the number of The Audit and Risk Review Committee meetings, and the attendance of such meeting by each committee member;
7) an opinion or overview comment receive by The Audit and Risk Review Committee from its performance of duties in accordance with the Charter; and
8) other transactions which, according to The Audit and Risk Review Committees opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Companys Board of Directors

10. To consider, select, nominate and dismiss the Companys auditor, at the Shareholders meeting and to propose such persons remuneration, as well as to attend a meeting with the auditor at least once a year without management attending.

11. To appoint, remove, transfer and dismissal of the Chief of an internal audit office (if any) or employ and change the employment of other internal audit offices.

12. To consider the budget and workforce of the internal audit office (if any) or the employment budget of other internal audit offices.

13. To perform any other act stipulates by the law or assigned by the Board of Directors.

The Audit and Risk Review Committee shall perform in the duties and responsibilities as assigned by the Board of Directors. The Board of Directors is responsible for the Companys operation directly to the shareholders, stakeholders and natural person.

Reference link for the charter

https://www.tatasteelthailand.com/wp-content/uploads/2022/08/AC-Charter_EN-22.07.2021.pdf

Executive Committee

Role

• Others

• The Executive Committee consists of four Directors with the responsibility to supervise the Companys operation as assigned by the Board of Directors which includes refinement of policies and strategies along with sharing of best practices to correspond with the economic situation, consider and provide guidance on the business plan and annual budget allocation proposed by the management to the Board of Directors. It also has the duty to supervise, provide oversight and monitor the Companys oper

Scope of authorities, role, and duties

The Executive Committee consists of four Directors with the responsibility to supervise the Companys operation as assigned by the Board of Directors which includes refinement of policies and strategies along with sharing of best practices to correspond with the economic situation, consider and provide guidance on the business plan and annual budget allocation proposed by the management to the Board of Directors. It also has the duty to supervise, provide oversight and monitor the Companys operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and annual business plan as prescribed by the Board of Directors.

Reference link for the charter

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Audit & Risk Review Committee

Role

• Others

• The Audit and Risk Review Committee is appointed to supervise the Good Corporate Governance, enhance the efficiency and create the added value for the Company.

Scope of authorities, role, and duties

The Audit and Risk Review Committee has the duties as delegated by the Companys Board of Directors as follows:

1. To review the Companys financial reporting process in accordance to the accounting standards, stipulated by the laws, with transparency, accuracy and adequacy.
2. To promote the improvement of the financial reporting process to meet international accounting standards.
3. To review the Companys internal control system and internal audit system to ensure that they are suitable and efficient.
4. Review the risk management system and monitoring of the overall risk management framework of the Company.
5. To review the Companys compliance with the law on Securities and Exchange, the Exchanges regulations, and the laws relating to the Companys business.
6. To review the internal audit work, plan and audit practices, including evaluation of the audit results and various other Company activities, in accordance with generally accepted procedures and methods.
7. To consider the disclosure of information of the Company in case there is connected transaction or transaction that may lead to conflict of interest, so as to ensure the accuracy and completeness and are in compliance with the laws and the Exchanges regulations, and are reasonable and for the highest benefit of the Company.

8. To review and provide the opinions on the performance of the internal audit office and coordinate with the auditors.

9. To prepare and to disclose in the Companys Annual Report, an Audit and Risk Management Committees report which must be signed by the Chairman of The Audit and Risk Review Committee and consist of at least the following information:
1) an opinion on the accuracy, completeness and creditability of the Companys financial report;
2) an opinion on the adequacy of the Companys internal control system;
3) an opinion on the compliance with the law on Securities and Exchange, the Exchanges regulations, or the laws relating to the Companys business;
4) an opinion on the suitability of an auditor;
5) an opinion on the transactions that may lead to conflict of interest;
6) the number of The Audit and Risk Review Committee meetings, and the attendance of such meeting by each committee member;
7) an opinion or overview comment receive by The Audit and Risk Review Committee from its performance of duties in accordance with the Charter; and
8) other transactions which, according to The Audit and Risk Review Committees opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Companys Board of Directors

10. To consider, select, nominate and dismiss the Companys auditor, at the Shareholders meeting and to propose such persons remuneration, as well as to attend a meeting with the auditor at least once a year without management attending.

11. To appoint, remove, transfer and dismissal of the Chief of an internal audit office (if any) or employ and change the employment of other internal audit offices.

12. To consider the budget and workforce of the internal audit office (if any) or the employment budget of other internal audit offices.

13. To perform any other act stipulates by the law or assigned by the Board of Directors.

The Audit and Risk Review Committee shall perform in the duties and responsibilities as assigned by the Board of Directors. The Board of Directors is responsible for the Companys operation directly to the shareholders, stakeholders and natural person.

Reference link for the charter

https://www.tatasteelthailand.com/wp-content/uploads/2022/08/AC-Charter_EN-22.07.2021.pdf

Corporate Governance, Nomination & Remuneration Committee

Role

• Others
• as per CG&Remuneration Committee charter

Scope of authorities, role, and duties

Scope of Duties and Responsibilities
Corporate Governance and Nomination
1)To examine, review, and propose to the Board of Directors guidelines for corporate governance of the Company.

2) To advise the Board of Directors and the management in line with the Companys established corporate governance principles.
3) To present to the Board of Directors norms and principles, as well as nominees for filling board vacancies as a result of directors term completion or other cases. To join the Board, the nominees must obtain approval from the shareholders Meeting.
4) To nominate prospective Presidents to the Board of Directors for approval.
5) To facilitate directors in evaluating performance of the Board of Directors collectively and summarize the evaluation result to the Board of Directors so as to enhance the Boards supervision effectiveness.
6) Other duties assigned by the Board of Directors.
Remuneration
7) To define guidelines, procedures and determination of such remuneration to correspond with the Companys operating result with regard to the various factors and other companies in the industry.
8) To review and recommend remuneration for the Board of Directors and other board appointed Committees and propose to the Board of Directors and shareholders meeting for approval.
9) To review and recommend remuneration for the President and CEO of the Company and propose to the Board of Directors for approval.
10) To review and recommend the budget for the salary increases, bonus and compensation for all employees of the Company and its subsidiaries and propose it to the Board of Directors for approval. Other duties assigned by the Board of Directors.

The Committee shall perform the duties and responsibilities as assigned by the Board of Directors. The Board of Directors shall directly take responsibilities to the shareholders, stakeholders and natural person.

Reference link for the charter

https://www.tatasteelthailand.com/wp-content/uploads/2022/08/CG-REMU-Charter_EN-17.09.2018.pdf

Corporate Social Responsibility & Sustainability Committee

Role

• Others
• The Committee is a Quasi Governance or Quasi management body, which will assist the Board to formulate, monitor and review the CSR strategy and policy of the Company and the amount of expenditure to be incurred on CSR activities. The Committee will also assist the management to formulate, implement and review policies, principles and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured,

Scope of authorities, role, and duties

The responsibilities of the Committee shall be the following:
5.1 Formulate and recommend to the Board, the CSR Policy. Recommend the activities and expenditure to be incurred by the Company under the CSR Policy and monitor the same.
5.2 Review and monitor the CSR activities to ensure that the Company is in compliance with the CSR Policy.
5.3 Discuss with the management, its perspective on social trends and public issues, and concerns which they believe may affect the Company's business activities or performance, and make recommendations to the Board regarding how the Company should respond to these trends, issues and concerns to more effectively achieve its business and CSR goals.
5.4 Review management's position on key stakeholder expectations involving Corporate Social Responsibility and provide perspectives for the Board's consideration.

5.5 Review on a continuing basis, the partnerships and relationships, both current and proposed that support the Company's sustainable growth.
5.6 Review the Company's annual Sustainability Report prior to its issuance.
5.7 Review benchmarking of the policies, systems and monitoring processes against global best practices in CSR.
5.8 Review and recommend to the Board the annual budget for CSR.
5.9 Review half year reports by management on CSR initiatives.
5.10 Review on a continuous basis, the Company's communication strategies relating to Corporate Social Responsibility and sustainable growth.
5.11 Review whether the Company's disclosure requirements on CSR are in compliance with the requirement of the Stock Exchange of Thailand.
5.12 Review and assess the remit and reports of any audit processes to gain assurance over the CSR activities.
5.13 Oversee the company's conduct with regard to its corporate and societal obligations and its reputation as a responsible corporate citizen.
5.14 Oversee activities impacting the quality of life of various stakeholders.
5.15 Monitor the CSR policy and expenditure of the subsidiary companies that are mandated by the CSR Policy to constitute a CSR Committee.
5.16 Assist management in formulation, implementation and review of policies, principles and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured, natural, social, human and intellectual capital.
5.16(A): Oversee companys Occupational Safety, Health and Environment (OSHE) plans and compliance.
5.17 Provide formal feedback to the Board on the matters discussed by the Committee.
5.18 Carry out any other function as is referred by the Board from time to time or enforced by any statutory notification / amendment or modification as may be applicable.

Reference link for the charter

https://www.tatasteelthailand.com/wp-content/uploads/2022/11/CSR-SC-Charter_EN-31.10.2022.pdf

Remark: (2) -

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Ms. ANUTTARA PANPOTHONG(*) Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	19 Jun 2024	Finance, Human Resource Management, Risk Management, Audit, Commerce
2. Mr. THAEVAN UTHAIVATH(*) Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Social Development Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. TARATORN PREMSOONTORN(*) Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	19 Jun 2024	Banking, Finance, Governance/ Compliance, Economics, Commerce

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. ASHISH ANUPAM Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No	The chairman of the executive committee	30 Jan 2018

List of committee members	Position	Appointment date of executive committee member
2. Mr. RAJIV MANGAL Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No	Member of the executive committee	1 Dec 2013
3. Mr. SANDEEP BHATTACHARYA Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : No Residence in Thailand : No	Member of the executive committee	17 Jan 2025
4. Mr. ANURAG PANDEY Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	1 Feb 2026

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

List of directors	Position	Date of resignation / termination	Replacement committee member

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. TARUN KUMAR DAGA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Expertise in accounting information review : No	Member of the executive committee	1 Feb 2026	Mr. ANURAG PANDEY Appointment date of replacement committee member : 1 Feb 2026

Other Subcommittees

Subcommittee name	Name list	Position
Audit & Risk Review Committee	Ms. ANUTTARA PANPOTHONG	The chairman of the subcommittee (Independent director)
	Mr. THAEVAN UTHAIVATH	Member of the subcommittee (Independent director)
	Mr. TARATORN PREMSOONTORN	Member of the subcommittee (Independent director)
Corporate Governance, Nomination & Remuneration Committee	Ms. ANUTTARA PANPOTHONG	Member of the subcommittee (Independent director)
	Mr. ASHISH ANUPAM	Member of the subcommittee
	Mr. TARATORN PREMSOONTORN	The chairman of the subcommittee (Independent director)
Corporate Social Responsibility & Sustainability Committee	Mr. THAEVAN UTHAIVATH	The chairman of the subcommittee (Independent director)
	Mr. RAJIV MANGAL	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. ANURAG PANDEY	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Mr. AMIT KHANNA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - Business Execellence&Shared Services	1 Apr 2015	Data Management, Data Analysis, Engineering, Leadership, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
2. Mr. CHAICHALERM BUNYANUWAT Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice Presidet - Marketing and Sales	31 Jul 2012	Marketing, Engineering, Leadership, Brand Management, Steel
3. Mr. PORNCHAI TANGWORRAKULCHAI Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - NTS Plant	1 Apr 2016	Steel, Engineering, Leadership, Strategic Management, Data Analysis

List of executives	Position	First appointment date	Skills and expertise
4. Mr. RUNGROTH LERT-A-ROM Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - SISCO Plant	1 Jun 2016	Steel, Engineering, Leadership, Corporate Management, Strategic Management
5. Mr. SAKCHAI LOYFAKHAJOHN Gender: Male Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - SCSC Plant	1 May 2020	Steel, Engineering, Leadership, Corporate Management, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
6. Mr. WICHAN WANNA Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President - Procurement	1 Jan 2023	Steel, Procurement, Engineering, Leadership, Strategic Management
7. Mr. ANURAG PANDEY(*) (**) Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	President and Chief Executive Officer (The highest-ranking executive)	1 Feb 2026	Steel, Marketing, Sustainability, Engineering, Business Administration

List of executives	Position	First appointment date	Skills and expertise
8. Mr. SANJAY KUMAR SHRIVASTAV(*)(**) Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Cost and Management Accountant, Company Secretaryship Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Vice President-Finance and CFO	26 Jun 2025	Accounting, Finance, Risk Management, Budgeting, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Mar 2026

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive


Business Operation and Performance | Driving Business Towards Sustainability | Corporate Governance Policy | Financial Statements | Attachments

Management

MR. ANURAG PANDEY
President and Chief Executive Officer

MR. SANJAY KUMAR SHRIVASTAV
Vice President – Finance & Chief Financial Officer

MR. CHAICHALERM BUNYANUWAT
Vice President – Marketing & Sales

MR. AMIT KHANNA
Vice President – Business Excellence & Shared Services

MR. PORNCHAI TANGWORRAKULCHAI
Vice President – NTS Plant

MR. SAKCHAI LOYFAKHAJOHN
Vice President – SCSC Plant

MR. RUNGROTH LERT-A-ROM
Vice President – SISCO Plant

MR. WICHAN WANNA
Vice President - Procurement

180 Tata Steel (Thailand) Public Company Limited

Remuneration policy for executive directors and executives

Remuneration Policy for Senior Management Executives

The Corporate Governance, Nomination and Remuneration Committee (CG & NRC) assesses the performance of the President & CEO based on the Companys operating results, implementation of the Boards policies, sustainability aspects (economy, environment and society), international compensation trends, 360-degree behavioral assessment as well as economic indicator and recommends Annual Salary Increase (ASI) and Variable Bonus (VB) to the Board of Directors for approval.

Simultaneously CG & NRC assesses and recommends ASI and VB to the Board for the employees of the Company taking into account the following information:

The business operating results, including EBITDA, PBT and PAT.

The capability to develop the business and improve operational efficiency each year.

The operating results of other companies in the same industry.

Based on the approval from the Board of Directors, remuneration in terms of Promotion Adjustment (if any), Annual Salary Increase and Variable Bonus for the Vice Presidents (VPs) are considered and approved by President & CEO as per the Delegation of Authority.

The remuneration policy is to ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate the Senior Management Executives to perform effectively. The remuneration for the Senior Management Executives includes;

Basic salary and Fixed Bonus

Variable Bonus based on the executives performance in a particular financial year and the performance of the Company

Certain perquisites, allowances, and benefits to enable a certain level of lifestyle and to offer scope for savings

Medical welfare and hospitalization through re-imbursements and accidental insurance

5. Retirement benefits as per the law

Reference link for remuneration policy for executive directors and executives	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	190

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives	:	Doesnt Have

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2024	2025	2026
Total remuneration of executive directors and executives (baht)	55,913,801.34	53,671,821.60	69,410,000.00

The remuneration policy is to ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate the Senior Management Executives to perform effectively. The remuneration for the Senior Management Executives includes;

1. Basic salary and Fixed Bonus
2. Variable Bonus based on the executives performance in a particular financial year and the performance of the Company
3. Certain perquisites, allowances, and benefits to enable a certain level of lifestyle and to offer scope for savings
4. Medical welfare and hospitalization through re-imbursements and accidental insurance
5. Retirement benefits as per the law

Other remunerations of executive directors and executives

	2024	2025	2026
Companys contribution to provident fund for executive directors and executives (Baht)	3,192,838.00	3,309,672.00	N/A
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

Other forms of remuneration paid to Senior Management Executives of the Company

Other remuneration in the form of up-country allowance / housing allowance and driver allowance for FY2025-26 was Baht 5.91 million (FY2024-25: Baht 5.88 million).

The Company has provided Company cars to Companys Senior Management Executives and contributes to the Provident Fund for all Senior Management Executives of the Company at the rate of 10% of total basic salary. The contribution in FY2025-26 on this account was Baht 3.35 million (FY2024-25: Baht 3.31 million).

As of March 31, 2026, there were 975 employees (779 male employees, 196 female employees) out of a total of 1,067 employees, representing 91.37 percent, who were members of the provident fund.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	:	0.00
Estimated remuneration of executive directors and executives in the current year	:	69,410,000.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

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

List of the company secretary

General information	Email	Telephone number

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

List of the head of internal audit or outsourced internal auditor

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

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. APICHART LIKHITPRASERT	apichartl@tatasteelthailand.com	0-2937-1000 # 3130

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Somjai Jarukitcharoon	somjaij@tatasteelthailand.com	02 937 1000 ext 3210

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	4,441,330.00	Types of non-audit service : A fee for audit procedures of the consolidated reporting packages under the group accounting policy, travelling, per diem , lodging, etc. Details of non-audit service : A fee for audit procedures of the consolidated reporting packages under the group accounting policy, travelling, per diem , lodging, etc. Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 1,420,170.00 baht	1. Ms. SUKHUMAPORN WONG-ARIYAPORN Email: sukhumaporn.wong-ariyaporn@pwc.com License number: 4843 2. Mr. KRIT CHATCHAVALWONG Email: krit.chatchavalwong@pwc.com License number: 5016 3. Ms. SANICHA AKARAKITTILAP Email: sanicha.akarakittilap@pwc.com License number: 8470

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

During the FY2025-26, there were 8 meetings of the Board of Directors.
The Board of Directors has the duty and authority to manage the Company in compliance with the objectives, Articles of Association and resolutions of the shareholders meeting. However, the Board may not approve or decide on the following issues unless acknowledged by the majority of the attending Directors in the meeting of the Company and/or its Subsidiary:

1. Any loan exceeding Baht 50 million.
2. Granting loans, collaterals, indemnifications, guarantees, letters of support or commitments to any person(s) or organization.
3. Any investments exceeding Baht 50 million.

However, in accordance with the Companys Delegation of Authority, any transaction with a value of Baht 25 million or more requires approval by a majority vote of the Board of Directors.

4. Sales, transfers, rent out or permissions related to any properties or assets with the book value exceeding Baht 50 million.
5. Approvals or amendments of the Groups annual budget.
6. Any transactions with connected parties which is not in the course of normal business operation.
7. Changing of the accounting policy, approval of the annual consolidated financial statements, annual individual financial statements, and quarterly group financial statements.

Changes related to the Groups business operation or termination of any business operation.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. THAEVAN UTHAIVATH	Director	27 Dec 2022	Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SANJAY KUMAR SHRIVASTAV	Director	26 Jun 2025	Accounting, Finance, Risk Management, Budgeting, Business Administration
Mr. ANURAG PANDEY	Director	1 Feb 2026	Steel, Marketing, Sustainability, Engineering, Business Administration

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Independent directors must also meet the following requirements:
(1) Not holding over 0.5% of total voting shares of the company, the parent company, subsidiary, associate, or juristic person which may have conflict of interest, including those shares held by related persons.
(2) Not managing or being employees, staff, salary-based advisor, company secretary in practices, person with controlling power of the company, the parent company, subsidiary, associate, or juristic person which may have conflict of interest, and not having been in such interests or stakes for at least 24 months before an appointment.
(3) Not having lineage, marriage, or legally registered relationship with persons with conflict of interest being father, mother, spouse, child or sibling (sibling including spouse of child) of an executive, major shareholder, controlling person or person who shall be nominated to be executive or controlling person of the company and/or its subsidiaries.
(4) Not having any of the business relationship with the company, parent company, subsidiary, associate or juristic person which may have conflict of interest that may jeopardize the independent judgment of each manner, also must not being or have not been major shareholder, non-independent director or executive of the person who has business relationship with the company, parent company, subsidiary, associate or juristic person which may have conflict of interest, and not having been in such relationship for at least 24 months before an appointment as the following:

1. An ordinary trading transaction for business operation such as selling products, buying raw materials or providing services which value 3% or higher of the net tangible assets of the company or within the period of 12 months.
2. Transactions regarding renting or leasing of immovable properties.
3. Transactions regarding assets or services such as acquisition or disposal of assets, rights and give or receive services.
4. Receiving or granting financial assistance transactions such as receiving or granting, loan, guarantee, using assets as collateral as well as any similar conduct which results in having debt obligations to be paid to other parties.

The aforementioned 4 items must have a value of 3% or higher of the net tangible assets of the company or Baht 20 million or higher, whichever is lower, within the period of 12 months. In the case of the receiving or granting financial

assistance transactions, the debt obligations occurring within the period of one (1) year prior to the date of having the business relationship with the same person shall be included.
(5) Not being the auditor of the company, parent company, subsidiary, associates or juristic persons which may have conflict of interest, including being major shareholder, non-executive director, executive or partner of the audit firm of the auditor of the company, parent company, subsidiaries, associates or juristic persons which may have conflict of interest, and not having such relationship for at least 24 months before an appointment.
(6) Not being professional advisors, including legal advisor or financial advisor which receive remuneration in excess of Baht 2 million per year from the company, parent company, subsidiary, associate or juristic person which may have conflict of interest.
In the case that the professional advisor is a juristic person, the prohibition shall include the major shareholder, non-executive director, executive or partner of such advisor, and not having been in such relationship for at least 24 months before an appointment.
(7) Not being a representative director of director, the major shareholder or shareholder which relates to the major shareholder of the company.
(8) Not having any manner that may affect the independent opinion regarding the companys business operation.
(9) Being able to equally take care of the interest of shareholders.
(10) Being able to ensure that the conflict of interest does not occur.
(11) Being able to attend the Board of Directors meeting in order to decide the matters independently.
(12) Shall have the qualifications and not having prohibited characteristics as stipulated in the Companys Articles of Association, the Public Limited Companies Act B.E. 2535 (1992 A.D.), the rules of the Office of the Securities Exchange Commission, the rules or announcements of the Capital Market Supervisory Board as well as any other applicable laws and their amendments thereof.
(13) Being not less than 21 years of age.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	0

Rights of minority shareholders on director appointment

n.a.

Method of director appointment	:	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
1. Possesses the required qualifications with no prohibited characteristics as specified in the Companys Articles of Association, the Public Company Limited Act and the Stock Exchange regulations. 2. Persons with capabilities, experience and diversity of skills, knowledgeable, competent, leadership, varied perspectives, ethical, transparent and ability to express opinions independently. 3. Persons who can devote sufficient time to attending Board and Committee meetings to monitor Companys operation. Holding of Board positions in other companies should be limited to an appropriate number. 4. Persons who are not Directors, Executives, Shareholders or Partners with substantial shareholding of the similar or competitive business operations or business operations that may provoke conflict of interest with the Company. 5. For the Director who is the President and Chief Executive Officer, the selection consideration would also be based on his/her past performance and result of appropriate evaluation.	Economics, Law, Marketing, Finance, Sustainability

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. ASHISH ANUPAM (Chairman of the board of directors)	Non-participating	-
2. Mr. RAJIV MANGAL (Director)	Non-participating	Thai Institute of Directors (IOD) • 2016: Director Certification Program (DCP)
3. Ms. ANUTTARA PANPOTHONG (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Role of the Chairman Program (RCP) • 2024: Director Leadership Certification Program (DLCP) • 2019: Strategic Board Master Class (SBM) • 2018: Director Certification Program (DCP) Other • 2026: Certified Hogan Assessment • 2026: ICF Leadership Coaching Certification

List of directors	Participation in training in the past financial year	History of training participation
4. Mr. THAEVAN UTHAIVATH (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Advanced Audit Committee Program (AACP) • 2024: Director Leadership Certification Program (DLCP) • 2013: Director Certification Program (DCP) Other • 2026: Beyond compliance : What Thai SEC new strategic plan means for the next level of Listed Companies • 2026: Board & CEO Dialogue Turning ISSB Standards into Strategic Resilience • 2026: Intensive Strategic Foresights-ISF 3/2026 • 2026: Real Cases, Real Lessons: What Market Scandals Teach Us About Better Governance 2/2026 • 2025: Boardroom Excellence (BE) • 2025: ESG Materiality and Digital Innovation in Sustainable Supply Chains • 2025: Introduction to IFRS S1 and IFRS S2 Batch 2/68 • 2025: Tata Sustainability Group Board Training of Enabling Sustainability

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. TARATORN PREMSOONTORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2004: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP) Other • 2025: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies • 2025: Tata Sustainability Group Board Training of Enabling Sustainability • 2003: Financial for Non-Finance Directors Program (FND 7/2003)
6. Mr. SANDEEP BHATTACHARYA (Director)	Participating	-
7. Mr. SANJAY KUMAR SHRIVASTAV (Director)	Non-participating	-
8. Mr. ANURAG PANDEY (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Evaluation of the Directors

In Accordance with good Corporate Governance, the Board of Directors require the Directors and Committees to evaluate the performance annually to ensure that the Directors performance is effective and fair toward all stakeholders. The evaluations are done both as the whole Board and as individuals. The Board of Directors considers the evaluation to be a tool to help the Directors to improve their performance and also to identify the obstacles during the past year, if any. The result is analyzed and considered to find the conclusive standard for further development.

During 2025-26, the Boards performance evaluation is considered from 1) Self-assessment form of the entire Board 2) Self-assessment form of committees which consists of 3 Committees: 2.1) Audit & Risk Review Committee 2.2)

Corporate Governance, Nomination & Remuneration Committee and 2.3) Corporate Social Responsibility & Sustainability Committee, 3) Individual assessment form of the Board and the Committees.
1) Structure and Characteristics of the Board
2) Roles and Responsibilities of the Board
3) Board Meetings
4) Relationship with Management
5) Self-development of Directors and Managements development
The details of the performance evaluation process of the Board, Committees and individual Directors are as follows.

1. 1. The Corporate Governance, Nomination and Remuneration Committeeconsiders and reviews the performance evaluation criteria for completion and proposes to the Board of Directors for the approval to use the assessment forms.
2. 2.The Company Secretary circulates the assessment forms, duly approved by the Board of Directors, to all Directors for their evaluation and comments, if any.
3. 3.The Company Secretarycompiles the results and the comments from the Directors and reports to the Board of Directors after the Corporate Governance, Nomination & Remuneration Committee has reviewed the results and comments from the Directors for further development.

Evaluation of the duty performance of the board of directors over the past year

The performance evaluation for the financial year 2025-26 of the Board of Directors and Committees, both for the entire Board and for individual directors, is rated "Excellent". The Directors shared their comments independently in the performance evaluation form.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	Excellence /98.67	100
	Self-assessment	Excellence/99.40	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Performance Evaluation of the President & CEO

The Corporate Governance, Nomination & Remuneration Committee reviews President & CEOs performance on a yearly basis. The Board of Directors considers and grant an approval for a performance result in accordance with principles of the Corporate Governance, Nomination & Remuneration Committee. The evaluation is based on the Presidents performances in various aspects, for instance, leadership, policy and strategy determination, financial management, relationship with the Board of Directors and other stakeholders, product and service knowledge, and performances compared to other companies in the same industry.

Reference link for the performance evaluation criteria for the executives	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	172-173

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	8
Date of AGM meeting	:	17 Jul 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. ASHISH ANUPAM (Chairman of the board of directors)	8	/	8	1	/	1		/	
2. Mr. RAJIV MANGAL (Director)	6	/	8	1	/	1		/	
3. Ms. ANUTTARA PANPOTHONG (Director, Independent director)	8	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
4. Mr. THAEVAN UTHAIVATH (Director, Independent director)	8	/	8	1	/	1		/	
5. Mr. TARATORN PREMSOONTORN (Director, Independent director)	8	/	8	1	/	1		/	
6. Mr. SANDEEP BHATTACHARYA (Director)	6	/	8	1	/	1		/	
7. Mr. SANJAY KUMAR SHRIVASTAV (Director)	6	/	6	1	/	1		/	
8. Mr. ANURAG PANDEY (Director)	1	/	1	0	/	0		/	
9. Mr. TARUN KUMAR DAGA (Director)	7	/	7	1	/	1		/	
10. Mr. JAYANTA CHAKRABORTY (Director)	2	/	2	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. ASHISH ANUPAM (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Mr. RAJIV MANGAL (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
3. Ms. ANUTTARA PANPOTHONG (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mr. THAEVAN UTHAIVATH (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mr. TARATORN PREMSOONTORN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Mr. SANDEEP BHATTACHARYA (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
7. Mr. SANJAY KUMAR SHRIVASTAV (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. ANURAG PANDEY (Director)	1/1 (100.00%)	N/A	N/A
9. Mr. TARUN KUMAR DAGA (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
10. Mr. JAYANTA CHAKRABORTY (Director)	2/2 (100.00%)	N/A	N/A
Average meeting attendance rate	**95.00%**	**100.00%**	**N/A**

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Due to an urgent engagement.

Remuneration of the board of directors

Types of remuneration of the board of directors

Total Remuneration of the Board of Directors

There are two types of remuneration for the Directors. The fixed remuneration is paid every quarter and a meeting allowance, which is paid after each meeting to the Directors attending the meeting.
In case of the retiring or incoming Directors, the remuneration is paid pro-rata by calculating for the actual days in office during that quarter.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. ASHISH ANUPAM (Chairman of the board of directors)			**0.00**		**0.00**
Board of Directors (Chairman of the board of directors)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance, Nomination & Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
2. Mr. RAJIV MANGAL (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Social Responsibility & Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Ms. ANUTTARA PANPOTHONG (Director, Independent director)			**1,183,500.00**		**0.00**
Board of Directors (Director)	192,000.00	543,500.00	735,500.00	-	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Audit & Risk Review Committee (The chairman of the subcommittee)	108,000.00	193,500.00	301,500.00	-	
Corporate Governance, Nomination & Remuneration Committee (Member of the subcommittee)	60,000.00	86,500.00	146,500.00	-	
4. Mr. THAEVAN UTHAIVATH (Director, Independent director)			**1,149,000.00**		**0.00**
Board of Directors (Director)	192,000.00	543,500.00	735,500.00	-	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Corporate Social Responsibility & Sustainability Committee (The chairman of the subcommittee)	36,000.00	172,500.00	208,500.00	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit & Risk Review Committee (Member of the subcommittee)	72,000.00	133,000.00	205,000.00	-	
5. Mr. TARATORN PREMSOONTORN (Director, Independent director)			**1,203,000.00**		**0.00**
Board of Directors (Director)	192,000.00	543,500.00	735,500.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	No	
Corporate Governance, Nomination & Remuneration Committee (The chairman of the subcommittee)	90,000.00	172,500.00	262,500.00	No	
Audit & Risk Review Committee (Member of the subcommittee)	72,000.00	133,000.00	205,000.00	No	
6. Mr. SANDEEP BHATTACHARYA (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
7. Mr. SANJAY KUMAR SHRIVASTAV (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
8. Mr. ANURAG PANDEY (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Social Responsibility & Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. TARUN KUMAR DAGA (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
10. Mr. JAYANTA CHAKRABORTY (Director)			**0.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	576,000.00	1,630,500.00	2,206,500.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Audit & Risk Review Committee	252,000.00	459,500.00	711,500.00
5. Corporate Governance, Nomination & Remuneration Committee	150,000.00	259,000.00	409,000.00
6. Corporate Social Responsibility & Sustainability Committee	36,000.00	172,500.00	208,500.00

Summary of the remuneration of the board of directors

	2024	2025	2026
Meeting allowance (Baht)	3,877,500.00	2,252,102.78	1,014,000.00
Other monetary remuneration (Baht)	0.00	0.00	2,521,500.00
Total (Baht)	3,877,500.00	2,252,102.78	3,535,500.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Corporate Governance of Subsidiary

As a Holding Company, the Board emphasizes corporate governance of the Company in order to strongly protect the Companys interests as well as sustainability development. Since 2018, the Company has established a compliance unit under Department Manager - Legal Services and Regulatory Affairs to oversee that the operations comply appropriately with both legal and government regulations. The guidelines for corporate governance of the subsidiary are as follows:

1. Encourage them to adopt good corporate governance principles.
2. Appoints representative Directors and members of management to serve on the boards of subsidiary.
3. Oversees business operations through the appointed representative Directors, members of management and group-wide policies.
4. Considers key matters such as strategic directions, business plans, capital increases or decreases and divestment.
5. Monitors operating results via members of management, the Executive Committee, and the Board itself.
6. Monitors compliance with the rules and regulations regarding: related party transactions, acquisition and disposition of assets and adequate and timely disclosure of information. This also includes maintaining proper accounting records and preparing financial reports in accordance with all applicable laws and Financial Reporting Standards.
7. Assigns the Companys internal audit unit to conduct audits at the subsidiary and affiliates in order to ensure the adequacy and effectiveness of their internal control systems.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

Use of Insider Information

The Company has developed its policies to monitor the use of insider information cautiously and efficiently. Written policies are specified in the Companys Corporate Governance Guideline, while other preventive measures have been fostered to ensure effective monitoring of insider information expected to be used by the Board of Directors and executives.

The Board of Directors and executives possess complete knowledge and understanding on the obligation in reporting the holding of the Companys securities, held by their spouses, minors, and themselves. The Board of Directors and executives are also required to report on the change of the holding of the Companys securities in compliance with the requirements and penal provisions of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Capital Market Supervisory Board (CMSB).

In case where the Board of Directors and executives shall announce the possession and/or change of the holding of the Companys securities, the Company Secretary would help summarize and collect the related information to be proposed to the Board of Directors meeting for acknowledgement of details, which shall also be disclosed in the Integrated Annual Report (Form 56-1 One Report).

Number of cases or issues related to conflict of interest

	2024	2025	2026
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

The Company has implemented adequate internal control measures to supervise the use of insider information complying with good corporate governance principles, while defining a policy to prohibit the use of insider information for personal gain (Abusive Self-Dealing), for instance, trading of insider information (Insider Trading), requesting the Board of Directors, executives, and employees related to the financial information of the Company and its subsidiary to sign for acknowledgement of the violation of trading of securities specified below:

1. The above-mentioned persons are prohibited to trade Companys securities within 2 (two) weeks prior to the disclosure of the Companys quarterly financial statements and annual financial statements and within 24 (twenty-four) hours following the disclosure of the said financial statements to the SET (Blackout Period).
2. In case of being the non-disclosed significant information which may have a direct impact on the prices of the Companys securities, the Board of Directors would prohibit the trading of the Companys securities until the 24-hour period is due as such information has already been released to the public.

Directors and executives are required to notify the Board of Directors of the trading of the Companys securities within a period of 1 (one) day prior to the actual trading date.

Number of cases or issues related to the use of inside information to seek benefits

	2024	2025	2026
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Bribery and Anti-Corruption

The Company maintains a strict zero-tolerance policy towards bribery, fraud, and corruption, and is committed to conducting business with honesty, integrity, and transparency. The Company has been a signatory to the Thai Private Sector Collective Action Against Corruption (CAC) since 2014 and has continued to maintain its certification, with the most recent renewal valid until 30 September 2028.

The Company strictly prohibits, whether directly or indirectly, the offering, giving, soliciting, or receiving of any undue advantage or benefit intended to influence business decisions. This policy applies to all directors, employees, subsidiaries, joint ventures, contractors, suppliers, agents, and business partners.

Fraud, bribery, kickbacks, and facilitation payments are prohibited across both public and private sectors. Gifts and hospitality are permitted only when reasonable, transparent, and properly documented. Sponsorships and donations are restricted to legitimate social and community initiatives, and political contributions are not permitted.

The Company requires employees to avoid any conflict of interest, including those relating to the engagement of current or former government officials. All third parties are subject to due diligence processes and contractual compliance requirements. Violations may result in disciplinary action, including termination and legal consequences, while whistleblowers are protected under a robust non-retaliation framework.

The Company continues to strengthen internal controls, training, and monitoring systems to ensure compliance with applicable laws, including Thailands Organic Act on Anti-Corruption B.E. 2561 (2018), and to foster a culture of integrity across the organisation. It is also a certified member of the Partnership Against Corruption for Thailand (PACT) and supports broader sustainability initiatives, including commitments to childrens rights and responsible business practices.

Number of cases or issues related to corruption

	2024	2025	2026
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : Yes

The Company has also implemented a Whistleblower Policy applicable to directors, employees, customers, suppliers, and other stakeholders. This framework ensures that any suspected misconduct or violation can be reported safely and confidentially to the Chairman of the Audit & Risk Review Committee, the Ethics Counsellor, or designated units.

To further strengthen reporting mechanisms, the Company established the TCoC Helpline in 2017, operated by an independent third party. This platform enables employees, contractors, and stakeholders to report concerns through multiple channels, including telephone, email, or post, while ensuring anonymity and protection against retaliation.

The Company places importance on protecting whistleblowers and maintaining confidentiality by not disclosing the whistleblowers personal information. In addition, the Company provides a further channel through website for stakeholders to report misconduct or behavior that is contrary to ethical principles.

Number of cases or issues related to whistleblowing

	2024	2025	2026
Total number of cases or issues received through whistleblowing channels (cases)	5	1	2

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Aug 2025 - Sep 2025	**Case or issue** A helpline report alleged malpractic conduct by scrap inspectors. The investigation found no wrongdoing, but some employees failed to follow area regulations. Warning letters were issued to prevent future lapses. **Topics or issues about** Compliance with laws, regulations, and rules **Investigation results** lack of evidence or further information **Corrective actions** Warning letters were issued to prevent future lapses.	Incident no longer subject to action
Aug 2025 - Aug 2025	**Case or issue** The HR Manager was informed of a production delay, which was traced to underground wiring being cut. CCTV footage revealed that an employee had secretly entered the tunnel and cut the wire, and the employee admitted to the act. The company ordered compensation for damages and terminated the employee without severance or the companys contribution to the provident fund. **Topics or issues about** Information and assets usage and protection **Investigation results** The employee admitted to the act **Corrective actions** The company ordered compensation for damages and terminated the employee without severance or the companys contribution to the provident fund.	Incident no longer subject to action

The monitoring of compliance with other corporate governance policy and guidelines

The Board of Directors is responsible for establishing the policy and overseeing the effectiveness of the Companys control systems. The Audit and Risk Review Committee is responsible for overseeing and reviewing the adequacy of the policy, internal control systems, risk management processes, and whistleblowing mechanisms related to corruption.

In December 2025, the Companys membership of the Thai Private Sector Against Corruption was renewed for a fourth term, covering the period from 30 September 2025 to 30 September 2028. Through this commitment, the Company works in collaboration with the government sector, business sector, civil society, the media, and international organizations to promote transparent and ethical business standards.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ANUTTARA PANPOTHONG (Member of the audit committee)	6	/	6	6/6 (100.00%)
2 Mr. THAEVAN UTHAIVATH (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mr. TARATORN PREMSOONTORN (Member of the audit committee)	6	/	6	6/6 (100.00%)
			Average meeting attendance rate	**(100.00%)**

The results of duty performance of the audit committee

Scope of authority of the Audit & Risk Review Committee

1. Supervise and review to ensure that the Companys financial reporting complies with the accounting standards as specified by the laws with transparency, accuracy, and adequacy.
2. Encouraging development of a financial reporting system to meet with international accounting standards.
3. Review the Companys internal control system for appropriateness and effectiveness.
4. Review the risk management system and monitoring of the overall risk management framework of the Company.
5. Review the Companys compliance with laws on securities and securities exchange and other laws & regulations related to Companys business.
6. Review internal audit plans and audit procedures including audit evaluation of the Companys various operations.
7. Disclosure of the Companys information in case of connected transaction or transaction that may induce conflict of interest for accuracy and completeness in compliance with the Securities Exchanges regulations. This is to ensure that those transactions are reasonable and to the best interest of the Company.

8. Review and provide recommendations on Internal Audit functions performance and coordinate with the auditors.
9. Prepare report on business supervision of the Audit & Risk Review Committee for publishing in the Companys annual report. Such report to be signed by Chairman of the Audit & Risk Review Committee and should contain at least the following information

- pinion on accuracy, completeness, and credibility of the Companys financial reports.
- pinion on adequacy of the Companys internal control system.
- pinion on compliance with the Securities and Exchange laws, Securities exchange regulations and other laws related to Companys business.
- pinion on appropriateness of the audit process.
- pinion on transactions that may induce conflict of interest.
- Number of the Audit & Risk Review Committee meetings and attendances of each Committee member.
- pinion or overall remark perceived by the Audit & Risk Review Committee upon carrying out their duty according to the Charter.
- ther transactions that should be noted by shareholders and general investors, under the scope of duties and responsibilities delegated to by the Board of Directors.

1. Consider, select, nominate or remove an independent person to be the Companys auditor, and to propose such persons remuneration, as well as to attend a meeting with the auditor and without the presence of the management at least once a year.
2. Appoint, revoke, transfer or terminate the Head of the Internal Audit Office (if any) or employ or change the employment terms of other members of the Internal Audit Offices.
3. Consider budget and manpower of the Internal Audit Office (if any) or employment budget of Internal Audit Offices.
4. ther functions as specified by laws or as delegated to by the Board of Directors.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 2

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ASHISH ANUPAM (The chairman of the executive committee)	0	/	0	N/A
2 Mr. RAJIV MANGAL (Member of the executive committee)	2	/	2	2/2 (100.00%)
3 Mr. SANDEEP BHATTACHARYA (Member of the executive committee)	0	/	0	N/A
4 Mr. ANURAG PANDEY (Member of the executive committee)	1	/	1	1/1 (100.00%)
5 Mr. TARUN KUMAR DAGA (Member of the executive committee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Executive Committee

Scope of authority of the Executive Committee

1. Define policies, strategies, management structure and authority to correspond with and support the economic situation for approval by the Board of Directors.
2. Consider and comment on the business plan and annual budget allocation proposed by the management to the Board of Directors for approval.
3. Supervise, oversee, and monitor the Companys operations to ensure its efficiency and appropriateness with the business situation to accomplish the objectives according to the policies and business plan prescribed by the Board of Directors.
4. Other functions as designated by the Board of Directors. The Executive Committee may authorize any executive with the authority to perform a specific function or functions as deemed appropriate.

Meeting attendance of Audit & Risk Review Committee

Meeting Audit & Risk Review Committee (times) : 6

List of Directors	Meeting attendance of Audit & Risk Review Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ANUTTARA PANPOTHONG (The chairman of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
2 Mr. THAEVAN UTHAIVATH (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
3 Mr. TARATORN PREMSOONTORN (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Audit & Risk Review Committee

Scope of authority of the Audit & Risk Review Committee

1. Supervise and review to ensure that the Companys financial reporting complies with the accounting standards as specified by the laws with transparency, accuracy, and adequacy.
2. Encouraging development of a financial reporting system to meet with international accounting standards.
3. Review the Companys internal control system for appropriateness and effectiveness.
4. Review the risk management system and monitoring of the overall risk management framework of the Company.
5. Review the Companys compliance with laws on securities and securities exchange and other laws & regulations related to Companys business.
6. Review internal audit plans and audit procedures including audit evaluation of the Companys various operations.
7. Disclosure of the Companys information in case of connected transaction or transaction that may induce conflict of interest for accuracy and completeness in compliance with the Securities Exchanges regulations. This is to ensure that those transactions are reasonable and to the best interest of the Company.
8. Review and provide recommendations on Internal Audit functions performance and coordinate with the auditors.
9. Prepare report on business supervision of the Audit & Risk Review Committee for publishing in the Companys annual report. Such report to be signed by Chairman of the Audit & Risk Review Committee and should contain at least the following information

- pinion on accuracy, completeness, and credibility of the Companys financial reports.
- pinion on adequacy of the Companys internal control system.
- pinion on compliance with the Securities and Exchange laws, Securities exchange regulations and other laws related to Companys business.
- pinion on appropriateness of the audit process.
- pinion on transactions that may induce conflict of interest.
- Number of the Audit & Risk Review Committee meetings and attendances of each Committee member.
- pinion or overall remark perceived by the Audit & Risk Review Committee upon carrying out their duty according to the Charter.
- ther transactions that should be noted by shareholders and general investors, under the scope of duties and responsibilities delegated to by the Board of Directors.

1. Consider, select, nominate or remove an independent person to be the Companys auditor, and to propose such persons remuneration, as well as to attend a meeting with the auditor and without the presence of the management at least once a year.
2. Appoint, revoke, transfer or terminate the Head of the Internal Audit Office (if any) or employ or change the employment terms of other members of the Internal Audit Offices.
3. Consider budget and manpower of the Internal Audit Office (if any) or employment budget of Internal Audit Offices.
4. ther functions as specified by laws or as delegated to by the Board of Directors.

Meeting attendance of Corporate Governance, Nomination & Remuneration Committee

Meeting Corporate Governance, Nomination & Remuneration Committee (times) : 5

List of Directors	Meeting attendance of Corporate Governance, Nomination & Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. ANUTTARA PANPOTHONG (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. ASHISH ANUPAM (Member of the subcommittee)	5	/	5	5/5 (100.00%)
3 Mr. TARATORN PREMSOONTORN (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Corporate Governance, Nomination & Remuneration Committee

Scope of authority of the Corporate Governance, Nomination & Remuneration Committee

1. To examine, review, and propose to the Board of Directors guidelines for corporate governance of the Company.
2. To advise the Board of Directors and the management in line with the Companys established corporate governance principles.
3. To present to the Board of Directors, norms and principles, as well as nominees for filling board vacancies as a result of directors term completion or other cases. To join the Board, the nominees must obtain approval from the shareholders Meeting.
4. To nominate prospective President and Chief Executive Officer to the Board of Directors for approval.
5. To facilitate directors in evaluating performance of the Board of Directors collectively and summarize the evaluation result to the Board of Directors so as to enhance the Boards supervision effectiveness.

1. To review and recommend remuneration for the Board of Directors and other board appointed Committees and propose to the Board of Directors and shareholders meeting for approval.

2. To review and recommend remuneration (including Salary increase and Bonus) for the President and Chief Executive Officer, Senior Management of the Company and propose to the Board of Directors for approval.
3. To define guidelines, procedures, and determination of such remuneration to correspond with the Companys operating result with regard to the various factors and other companies in the industry.
4. To review and recommend the budget for the salary increases, bonus and compensation for employees of the Company and its subsidiary and propose it to the Board of Directors for approval.
5. ther duties assigned by the Board of Directors.

Meeting attendance of Corporate Social Responsibility & Sustainability Committee

Meeting Corporate Social Responsibility & Sustainability Committee (times) : 2

List of Directors	Meeting attendance of Corporate Social Responsibility & Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THAEVAN UTHAIVATH (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. RAJIV MANGAL (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. ANURAG PANDEY (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Corporate Social Responsibility & Sustainability Committee

Scope of authority of the Corporate Social Responsibility & Sustainability Committee

The Committee has the powers to seek any information or explanation from any employee or Director of the Company that is necessary to discharge its duties under the terms of reference. The Committee may also engage advisers, consultants or legal counsel as deemed appropriate and necessary.

1. 1. Formulate the CSR Policy and recommend the same to the Board.
2. 2. Recommend the activities and expenditure to be incurred by the Company under the CSR Policy and monitor the same.
3. 3. Review and monitor the CSR activities to ensure that it is in compliance with the CSR Policy.
4. 4. Discuss with the management, its perspective on social trends and public issues, and concerns which they believe may affect the Companys business activities or performance and make recommendations to the Board regarding how the Company should respond to these trends, issues and concerns to more effectively achieve its business and CSR goals.
5. 5. Review managements position on key stakeholder expectations involving Corporate Social Responsibility and provide perspectives for the Boards consideration.

6. 6. Review on a continuing basis, the partnerships, and relationships, both current and proposed, that support the Companys sustainable growth.
7. 7. Review benchmarking of the policies, systems, and monitoring processes against global best practices in CSR.
8. 8. Review and recommend to the Board the annual budget for CSR.
9. 9. Review reports by management on CSR initiatives.
10. 10. Review on a continuous basis, the Companys communication strategies relating to Corporate Social Responsibility and sustainable growth.
11. 11. Review whether the Companys disclosure requirements on CSR are in compliance with the requirement of the Stock Exchange of Thailand.
12. 12.Review and assess the remit and reports of any audit processes to gain assurance over the CSR activities.
13. 13.versee the Companys conduct with regard to its corporate and societal obligations and its reputation as a responsible corporate citizen.
14. 14.versee activities impacting the quality of life of various stakeholders.
15. 15.Monitor the CSR policy and expenditure of the subsidiary company.
16. 16.Assist management in formulation, implementation, and review of policies, principles, and practices to foster the sustainable growth of the Company that creates value consistent with the long-term preservation and enhancement of financial, manufactured, natural, social, human and intellectual capital. Oversee Companys Occupational Safety, Health, and Environment (OSHE) Plans and compliance.
17. 17.Provide formal feedback to the Board on the matters discussed by the Committee.
18. 18.Carry out any other function as is referred by the Board from time to time or enforced by any statutory notification/ amendment or modification as may be applicable

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Driving Business towards Sustainability

Policy and Sustainability Management Goal

Tata Steel (Thailand) places importance on sustainable business operations as a key foundation of the Companys long-term strategy and vision. The Company recognizes that integrating Environmental, Social and Governance (ESG) considerations into operational processes at all levels is not only a corporate responsibility, but also a key mechanism for enhancing competitiveness and achieving stable long-term growth.

The Companys sustainability policy reflects its commitment to driving balanced development, addressing climate change challenges, and creating shared value with all stakeholder groups. The Company has concretely integrated ESG issues into both strategic and operational decision-making processes. Tata Steels sustainability policy focuses on integrating environmental, social, and governance considerations into decision-making and operations to achieve responsible long-term growth, while emphasizing stakeholders and community development alongside employee development and a safe workplace. In this regard, the Company emphasizes resource conservation, reduction of ecosystem impacts, promotion of innovation and clean energy, and development of safe and environmentally friendly products and production processes. The Company also aims to exceed legal compliance requirements and regularly monitor, measures, and report performance on an annual basis. Details of the full Sustainability Policy can be further studied at: https://www.tatasteelthailand .com/wp-content/uploads/2022/05/Sustainability-Policy-2018-th-en.pdf

The ultimate goal of the Companys sustainability operations is to achieve organizational growth alongside balanced social development based on a well-preserved environment, a strong society, transparent governance, and a stable economy in order to move toward a responsible, inclusive, and truly sustainable future.

For more than 14 years, Tata Steel (Thailand) Public Company Limited (TSTH) has continuously prepared sustainability reports on an annual basis to disclose the Companys policies, operational approaches, and economic, environmental, and social performance, including those of its subsidiary, Tata Steel Manufacturing (Thailand) Public Company Limited (TSMT), which oversees three steel manufacturing plants, namely NTS Plant, SISCO Plant, and SCSC Plant. This report covers performance for the fiscal year 202526 from April 1, 2025 to March 31, 2026 and has been prepared in accordance with internationally recognized frameworks and standards, including:

- GRI Standards (Global Reporting Initiative), with the report prepared in accordance with the In accordance requirements for core indicators.
- United Nations Sustainable Development Goals (SDGs), whereby the Companys operations are aligned with relevant goals together with indicators aligned with the Tata Steel Group framework.

" The material topics presented in this report have been reviewed and approved by the Corporate Social Responsibility and Sustainability Committee of the Board of Directors, including undergoing a verification process covering **Environmental, Social, and Governance (ESG)** aspects to ensure that the disclosures are accurate, comprehensive, and reliable."

Sustainability Governance

Board of Directors

The Board of Directors has designated quarterly meetings to oversee and monitor targets, including sustainability performance in various areas, to ensure effective implementation and achievement of the established objectives. In this regard, the Social Mission and Sustainability Committee reports operational results and progress on sustainability operations to the Board of Directors on a regular basis twice a year. The Committee is responsible for formulating and proposing CSR and sustainability policies to the Board of Directors, as well as providing recommendations on action plans, budgets, and monitoring operational performance to ensure alignment with the policies, while taking into consideration stakeholder expectations and relevant trends. The Committee also reviews collaborations and best practices to continuously enhance standards, including reviewing sustainability information to be disclosed in Form 56-1 One Report prior to publication, and regularly reporting progress and operational performance to the Board of Directors, together with establishing key issues and annual targets for continuous improvement and development.

Corporate Social Responsibility & Sustainability Committee

Corporate Social Responsibility & Sustainability Committee has designated meetings to be held every six months to oversee and monitor sustainability targets and performance in various areas in order to ensure effective implementation and achievement of the established objectives. The Social Mission and Sustainability Committee continuously reports operational performance to the Board of Directors twice a year. Corporate Social Responsibility & Sustainability Committee is responsible for formulating and proposing Corporate Social Responsibility (CSR) and sustainability policies to the Board of Directors, as well as providing recommendations on plans, activities, and budgets, including monitoring operational performance to ensure alignment with the policies by taking into consideration stakeholder expectations, social issues, and relevant trends. The Committee also reviews collaborations and partnership networks, including benchmarking practices against industry and international standards, and reviews sustainability information disclosed in Form 56-1 One Report prior to publication to ensure completeness, accuracy, and compliance with relevant requirements. In this regard, the Committee regularly reports performance to the Board of Directors, establishes key issues and annual targets, and evaluates the Committees performance for continuous improvement and development.

Sustainability Department

The Sustainability Department serves as the main unit responsible for operations and coordination with relevant departments. The Department acts as the central coordinator and secretariat for ESG implementation, with responsibilities for data collection, development of performance tracking systems, and support for sustainability communication and reporting in accordance with relevant standards. The Sustainability Department is required to report operational performance to the Social Mission and Sustainability Committee and the Board of Directors. The Sustainability Department is responsible for establishing the framework and management system for the organizations sustainability operations, while supporting the identification of material topics and stakeholder engagement. In addition, the Department coordinates the preparation and disclosure of ESG information in Form 56-1 One Report and related reports, including preparation of information for external assurance. The Department also communicates and provides training on relevant practices and serves as the central coordination unit between the sustainability working team and the Social Mission and Sustainability Committee to support performance monitoring and decision-making on key issues.

Reference link for sustainability policy	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	44-45

Sustainability management goals

Does the company set sustainability management goals	:	Yes

Supporting The Sustainable Development Goals

Tata Steel (Thailand) Public Company Limited is committed to conducting its business in alignment with the principles of Sustainable development. The companys strategic direction incorporates both global and national challenges and emerging trends to ensure long-term value creation.

This commitment is closely aligned with the United Nations Sustainable Development Goals (SDGs), addressing economic, environmental, and social dimensions. In the financial year 2025-26, the Company identified and prioritized 15 SDGs that are most relevant to its operations, with specific objectives aligned to each goal.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year	:	No
Has the company changed and developed the policy and/or goals of sustainable management over the past year	:	No

Information on impacts on stakeholder management in business value chain

Business value chain

Sustainable Supply Chain

The Company placed importance on sustainable supply chain management to strengthen competitiveness and create long-term value. The Company focuses on ensuring procurement security, enhancing cost management efficiency, and improving transparency through the application of digital technologies, alongside operations under a clearly defined governance framework and systematic supplier management covering supplier selection, assessment, monitoring, and development. The Company integrates Environmental, Social, and Governance (ESG) principles throughout the value chain, with emphasis on procurement risk management, human rights, business ethics, greenhouse gas emissions reduction, and sustainable procurement practices, including local sourcing and the use of circular resources. These efforts aim to enhance supply chain resilience while delivering quality products and creating value for customers and society.

Management Approach

Policies on Procurement and Sustainable Supply Chain

Tata Steel (Thailand) Public Company Limited is committed to conducting procurement operations in a transparent and fair manner, while integrating Environmental, Social, and Governance (ESG) principles into its supplier selection and evaluation processes to promote sustainable supply chain management.

The Company adopts the Tata Code of Conduct (TCoC) and Supplier Code of Conduct (SCoC) as a guiding framework for its operations to manage risks related to ethics, human rights, and responsible business practices throughout the supply chain. It also emphasizes long-term collaboration with business partners through comprehensive evaluation criteria covering technical capability, quality, safety, environmental performance, financial stability, ethics, and legal compliance, together with continuous monitoring to ensure adherence to established standards. In addition, the Company actively promotes Green Procurement, the use of recycled materials, and domestic sourcing to reduce transportation-related impacts and support local entrepreneurs. These efforts are complemented by appropriate quality and safety inspections of raw materials. The Company also encourages management participation in supporting industry standards and strengthening good corporate governance practices at the national level.

Governance Structure

To ensure effective sustainable supply chain management, the Company has established a clear governance structure by systematically defining roles, duties, and responsibilities at all levels of the organization.

At the Board of Directors and Audit & Risk Review Committee levels, responsibilities include overseeing, approving, and reviewing sustainability policies and strategic risk matters related to the supply chain, as well as monitoring progress and key issues through regular reporting processes.

Senior management is responsible for setting directions, managing, and monitoring the implementation of key initiatives related to overall supply chain development. In addition, senior management is responsible for continuously reporting operational performance and procurement-related risk status to the Board of Directors.

At the operational level, the procurement team is primarily responsible for implementing the policies and guidelines established by the Company and senior management, including managing suppliers in accordance with the Companys policies and standards to ensure alignment with the Groups ethical standards and sustainability commitments in a concrete manner.

Strategy and Plan

The Company is committed to enhancing the effectiveness of its supply chain management strategy through the implementation of key supplier assessment plans, alongside the digitalization of operational processes to improve transparency, agility, and management efficiency. The Company also focuses on strategic management and the continuous development of supplier capabilities to ensure alignment with the Companys standards.

Policy and Principle of Procurement

The Company recognizes responsible sourcing as a key mechanism in supporting sustainable business operations across economic, social, environmental, and governance dimensions. The Company is committed to ensuring that procurement activities are conducted transparently, efficiently, and in compliance with applicable laws, corporate policies, and operational standards, while strengthening stakeholder confidence throughout the supply chain. The Company has established procurement policies and practices to ensure that goods and services provided are of high quality, safe, environmentally friendly, respectful of human rights, and conducted in accordance with fair business practices. The Company emphasizes supplier selection and development based on long-term partnerships, risk management, and shared value creation. The Companys sourcing approach is guided by five key principles as follows:

Principle 1: Health and Safety

Principle 2: Environment Conservation

Principle 3: Fair Business Practice

Principle 4: Human Rights

Principle 5: Local Community Development

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Suppliers	Accurate and on-time purchase orders Receive purchase orders or service requests accurately and promptly Reliable payments Receive payments on time Strong business relationships Maintain good relationships between sellers and buyers	-	• Online Communication • Internal Meeting • Complaint Reception
• Competitors	• Treating competitors fairly followed by competitive frameworks • Marketing & sales policies comply with the law and ethics	-	• Complaint Reception • Satisfaction Survey • Others • Discussion

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Shareholders	• Return on investment
	• Business growth and profitability
	• Transparency and accuracy in reporting
	• Third-party sustainability audits
		-	• Visit
			• Annual General Meeting (AGM)
			• Complaint Reception
			• Others
			  • Integrated Annual Report
			  • Materiality matter survey

• Customers	• Satisfaction with products and services • High-quality products/services at fair prices and receiving quality products and services at reasonable prices	-	• Online Communication • Complaint Reception • Satisfaction Survey • Others • Materiality Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

• Community	• Preserve community's environment
	• Support local activities and participate in creating public interest and help communities increase their income
	• No complaints from communities and satisfaction with the Companys operation
	• Compliance with Environmental Laws and Voluntary Standards
	• Transparency and Accuracy in ESG Reporting
		-	• Social Event
			• Complaint Reception
			• Others
			  • Engagement with community leaders
			  • Materiality Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Employees	• Job security and career advancement • Satisfied welfare and benefits • Opportunity to learn, develop knowledge and capability • Well treated for occupational health, safety, and quality of life	-	• Internal Meeting • Complaint Reception • Employee Engagement Survey • Others • President and Chief Executive Officer Meet Employees
• Media	• Disclose clear, accurate, pertinent information, and keep up to date.	-	• Press Release • Online Communication • Complaint Reception • Others • Materiality Survey
• Financial institution	• Create confidence that creditors will receive full and timely payment.	-	• Press Release • Online Communication • Complaint Reception • Others • Materiality Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Government agencies and Regulators	• Comply with regulations • Reduce effect which may occur with communities and environment • Stakeholder Dialogue and Responsible Advocacy • ESG / Sustainability performance assessments	-	• Others • Discussion • Materiality Survey • Reporting to goverment office • Supporting Governance's activities
• Non-profit organization / NGOs	• Reduce effect from pollution	-	• Complaint Reception • Others • Discusstion • Supporting Local's activities • Materiality Survey

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : No

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environment Management	• Environmental Management Standards Policy and Compliance • Water Management • Waste and Waste Management • Greenhouse Gas Management
Social Dimension	• Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Others : Occupational Health and Safety
Economic Dimension	• Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf

Page number of the reference link : 43-143

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards, Integrated Report, Others : Sustainable Development Goals:SDGs)

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management

The Company places importance on risk management as a key mechanism to support business operations and value creation across the short, medium, and long term planning horizons. A systematic approach to risk management enables the Company to effectively identify and address uncertainties that may impact its performance, including strategic, operational, financial, and external risks, thereby supporting business stability, strengthening organizational resilience, and enhancing adaptability to changing conditions. Effective risk management also helps the Company in reducing potential adverse impacts, such as operational disruptions, financial losses, and reputational damage, while creating opportunities to improve decision-making, optimizing resource allocation, and enhance stakeholder confidence. These impacts, risks, and opportunities arise across the value chain, particularly in operations, supply chain, and corporate functions. To address these challenges, the Company integrates risk management into its strategy and decision-making processes through a structured Enterprise Risk Management (ERM) framework, enabling proactive risk identification, mitigation, and continuous monitoring to support long-term competitiveness and sustainable value creation.

Management Approach

Enterprise Risk Management (ERM) Policy statement

TSTH is committed to adopting a proactive approach to risk management by fostering a culture of informed decision-making across all levels of the organization. The Company strives to anticipate and take preventive action to manage or mitigate risks and address residual risk. It also seeks to develop, implement, review, and monitor a uniform risk management policy, framework, and plan across all business units, functions, and locations. In addition, the Company develops and deploys relevant capability-building measures for employees and stakeholders to ensure effective risk management, while emphasizing that all employees are responsible for the effective management of risks in all aspects of the business.

Risk Management Framework

TSTHs Enterprise Risk Management (ERM) framework is designed to provide a comprehensive and structured approach to identifying, assessing, monitoring, and mitigating risks that may impact the achievement of business objectives. The framework is aligned with the Tata Steel (TSL) Group ERM framework and incorporates internationally recognized standards and best practices, including the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and ISO 31000.

The Company adopts a proactive and dynamic risk management approach through both top-down and bottom-up risk identification processes. Risk identification is an iterative process that evolves with changing business environments and market conditions, covering key business, operational, financial, market, and strategic risks. Risks are assessed based on likelihood, impact, and velocity, and categorized into Class A, B, and C according to risk scores and mapped onto the Risk Heat Map. Risk scores and mitigation effectiveness are regularly reviewed through early warning indicators and ongoing monitoring processes by functional management teams as well as the Apex Risk Review Committee, chaired by the President and Chief Executive Officer, to ensure timely implementation of appropriate mitigation actions and minimize potential adverse impacts.

Enterprise Risk Management (ERM) Process

1. Establish Context

The organization defines the internal and external context for risk management, including business objectives, operational environment, and key stakeholders, resulting in a clear ERM framework and defined scope aligned with strategic priorities.

2. Risk Identification

Risks are identified through both top-down and bottom-up approaches, including inputs obtained through risk workshops, and by considering internal operations as well as external business environment factors, resulting in a comprehensive risk register covering all key business risks.

3. Assess Risks & Evaluate

Identified risks are assessed based on likelihood and impact, with risk scores calculated to evaluate their significance, resulting in risk ratings, classification into Class A, B, and C, and visualization through a Risk Heat Map.

4. Risk Mitigation

Appropriate risk mitigation plans are developed and implemented to reduce risk exposure, with actions assigned to responsible owners and tracked for progress, resulting in defined mitigation plans and ongoing control improvements.

5. Monitor, Review & Report

Risks, key indicators, and mitigation progress are continuously monitored and periodically reviewed, with updates reported to management and the Risk Review Committee, resulting in regular risk reports, updated risk status, and oversight governance to ensure effective and timely risk management.

ERM Governance Structure

To ensure effective oversight and accountability, the Company has established a structured ERM governance framework, clearly defining roles and responsibilities across all levels of the organization.

The Audit & Risk Review Committee consists of three Independent Directors and is responsible for overseeing the integrity of the Companys financial reporting, compliance, internal control, and Enterprise Risk Management (ERM) processes. The Committee is chaired by Ms. Anuttara Panpothong, who has extensive expertise in accounting and finance, particularly in reviewing and ensuring the reliability of financial statements.

The governance structure for Enterprise Risk Management (ERM) is designed to ensure effective oversight, accountability, and proactive risk management across the organization. At the Board level, the Board of Directors, through the Audit & Risk Review Committee, provides overall governance and oversight of the Companys risk management framework, policies, and practices. The Committee reviews the accuracy and adequacy of financial statements, monitors compliance with applicable laws, regulations, and Company policies, and oversees the effectiveness of the Companys internal control, internal audit, and risk management systems. In addition, the Committee reviews the adequacy and effectiveness of risk identification, assessment, monitoring, mitigation, and reporting processes on a quarterly basis, and provides recommendations for continuous improvement to ensure alignment with business objectives, strategic priorities, and international standards.

At the management level, the Apex Risk Review Committee, chaired by the President and Chief Executive Officer, is responsible for overseeing the implementation of ERM processes and monitoring key enterprise risks across the organization. Senior executives and functional heads are accountable for identifying, assessing, and managing risks within their respective functions, including the development and execution of mitigation plans, monitoring of early warning indicators, and regular reporting of risk status and emerging issues.

At the operational level, relevant business and functional units across the organization are responsible for conducting both top-down and bottom-up risk identification processes, evaluating risk likelihood, impact, and velocity, prioritizing risks based on risk scores, maintaining the Risk Heat Map, and ensuring timely implementation of mitigation actions. The Risk Management function supports and coordinates the overall ERM process through risk reporting, consolidation, monitoring, and facilitation of periodic risk reviews, thereby strengthening the Companys risk governance framework and organizational resilience.

Reference link to risk management policy and plan	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	117-119

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM), ISO 31000: Risk management

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Safety, Health, and Environment Risks

Related risk factors : Strategic Risk

- Government policy
- Damage to company image and reputation
- ESG risk
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

Impact

Operational shutdowns, asset damage, and reputational loss

Risk management measures

Mitigation strategies

At TSTH, Safety, Health and Environment is led by the Apex Safety Council and Apex Environment Meet, both with President & CEO as the Chairman and the Vice Presidents as members.

The company has implemented Process Safety Management, Contractor Safety Management, 5-S and Value Stream Mapping. The Company focuses on tracking lead indicators such as Lost Time Injury Frequency, Medical Treatment Cases, First Aid Cases and Property Damage. The employees are motivated to report Near Misses and carry out Safety Observation and Fatal Risk Control Program. This highlights vulnerable areas and thereby helps to increase focus on the same.

The Company is aware of the risks of fire, explosion, and liquid steel leak in production areas such as Electrical Arc Furnace, Ladle Furnace, and Reheating Furnace, and uses Process Safety Management to mitigate such risks by implementation of Process Hazard Analysis, Management of Change, Pre-Startup Safety Review, Emergency Preparedness & Response, etc.

In FY26, TSTH implemented following for workplace safety:

- Forklift Digital Intervention Anticollision, Biometric Access Control and AI Camera.
- Continue for AI CCTV to safety detection i.e. Human, Personal Perfective Equipment, Fire, Vehicle, Temperature etc.
- Crane Laser Lighting
- Thermo-scan Camera
- Live E-Work Permit version 2.0.

In the area of environment, the Company accords high priority to utilize resources effectively and efficiently with appropriate environmental management regulations to minimize any adverse impact on the community. The main raw material used across all three locations is ferrous scrap that is fully recyclable. The Company also emphasizes on environment by monitoring CO_2 emission, follow up the Environment Impact Assessment (EIA) by monitoring gases such as NO_X, SO_X, CO and particular dust in all plants by compliance with the regulatory requirements. The Company effectively utilizes water and applies Zero Discharge principle in water management. For waste management, the Company provides training to increase environmental awareness and waste management to the employees and contractors.

In FY26, TSTH implemented following for environment management:

- Implement automatic alarm incase Continuous Emission Monitoring System (CEMS) with Pollution Online Monitoring is near to over standard.
- NTS, SCSC and SISCO received Carbon Footprint for Organization (CFO) and SISCO and SCSC recovered EPD (Environmental Product Declaration) and Carbon Footprint for Product (CPF) for product Customer required by European Union -Carbon Border Adjustment Mechanism (CBAM).
- SCSC received the Green Label products.
- SISCO made and used new water reservoir.

The Board of directors has appointed the Corporate Social Responsibility and Sustainability Committee with an additional mandate to have an oversight on the performance of occupational safety, health and working environment.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP)	:	Yes

Strategy and Long-Term Goals

At periodic intervals, the Company identifies its focus on key materiality issues. This was done in financial year 2025, and the Company is focusing on the following key materiality issues that are important to business sustainability and developing the strategy and long-term goals (Goals in financial year 2029) as details shown at the Integrated Annual Report (56-1 One Report) FY 2025-26 , page no. 54-55

Reference link to business continuity plan (BCP)	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	54-55

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	121-127

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

Sustainable Supply Chain

The Company placed importance on sustainable supply chain management to strengthen competitiveness and create long-term value. The Company focuses on ensuring procurement security, enhancing cost management efficiency, and improving transparency through the application of digital technologies, alongside operations under a clearly defined governance framework and systematic supplier management covering supplier selection, assessment, monitoring, and development. The Company integrates Environmental, Social, and Governance (ESG) principles throughout the value chain, with emphasis on procurement risk management, human rights, business ethics, greenhouse gas emissions reduction, and sustainable procurement practices, including local sourcing and the use of circular resources. These efforts aim to enhance supply chain resilience while delivering quality products and creating value for customers and society.

Management Approach

Policies on Procurement and Sustainable Supply Chain

Tata Steel (Thailand) Public Company Limited is committed to conducting procurement operations in a transparent and fair manner, while integrating Environmental, Social, and Governance (ESG) principles into its supplier selection and evaluation processes to promote sustainable supply chain management.

The Company adopts the Tata Code of Conduct (TCoC) and Supplier Code of Conduct (SCoC) as a guiding framework for its operations to manage risks related to ethics, human rights, and responsible business practices throughout the supply chain. It also emphasizes long-term collaboration with business partners through comprehensive evaluation criteria covering technical capability, quality, safety, environmental performance, financial stability, ethics, and legal compliance, together with continuous monitoring to ensure adherence to established standards. In addition, the Company actively promotes Green Procurement, the use of recycled materials, and domestic sourcing to reduce transportation-related impacts and support local entrepreneurs. These efforts are complemented by appropriate quality and safety inspections of raw materials. The Company also encourages management participation in supporting industry standards and strengthening good corporate governance practices at the national level.

Governance Structure

To ensure effective sustainable supply chain management, the Company has established a clear governance structure by systematically defining roles, duties, and responsibilities at all levels of the organization.

At the Board of Directors and Audit & Risk Review Committee levels, responsibilities include overseeing, approving, and reviewing sustainability policies and strategic risk matters related to the supply chain, as well as monitoring progress and key issues through regular reporting processes.

Senior management is responsible for setting directions, managing, and monitoring the implementation of key initiatives related to overall supply chain development. In addition, senior management is responsible for continuously reporting operational performance and procurement-related risk status to the Board of Directors.

At the operational level, the procurement team is primarily responsible for implementing the policies and guidelines established by the Company and senior management, including managing suppliers in accordance with the Companys policies and standards to ensure alignment with the Groups ethical standards and sustainability commitments in a concrete manner.

Strategy and Plan

The Company is committed to enhancing the effectiveness of its supply chain management strategy through the implementation of key supplier assessment plans, alongside the digitalization of operational processes to improve transparency, agility, and management efficiency. The Company also focuses on strategic management and the continuous development of supplier capabilities to ensure alignment with the Companys standards.

Policy and Principle of Procurement

The Company recognizes responsible sourcing as a key mechanism in supporting sustainable business operations across economic, social, environmental, and governance dimensions. The Company is committed to ensuring that procurement activities are conducted transparently, efficiently, and in compliance with applicable laws, corporate policies, and operational standards, while strengthening stakeholder confidence throughout the supply chain. The Company has established procurement policies and practices to ensure that goods and services provided are of high quality, safe, environmentally friendly, respectful of human rights, and conducted in accordance with fair business practices. The Company emphasizes supplier selection and development based on long-term partnerships, risk management, and shared value creation. The Companys sourcing approach is guided by five key principles follows:

Principle 1: Health and Safety

Principle 2: Environment Conservation

Principle 3: Fair Business Practice

Principle 4: Human Rights

Principle 5: Local Community Development

Reference link to sustainable supply chain management plan	:	https://tatasteelthailand.com/wp-content/uploads/2026/06/AR-TATA-EN-1.pdf
Page number of the reference link	:	121-127

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	Yes

	2024	2025	2026
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://tatasteelthailand.com/wp-content/uploads/2025/06/TSTH-Supplier-Code-of-Conduct-EN-Signed.pdf

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2024	2025	2026
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2024	2025	2026
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.90	0.64	N/A

Additional explanation for research and development (R&D) expenses over the past 3 years

Research and Business Innovation

The Company places importance on research and innovation as key drivers in enhancing its operational capabilities and strengthening its competitiveness in the steel industry. The Company focuses on improving product quality, enhancing production efficiency, optimizing resource utilization, and responding effectively to evolving customer needs and market trends. The implementation of research and innovation generates positive impacts across the value chain, from raw material development and collaboration with business partners, to improving operational efficiency and safety, as well as delivering high-quality and value-added products to customers.

At the same time, the Company is committed to driving the organization toward becoming a data-driven organization through the application of digital technologies, artificial intelligence (AI), and analytics in its business operations. These technologies are used to enhance operational efficiency, support decision-making, and continuously improve customer experience. The application of AI and digital technologies also plays an important role in strengthening competitiveness, reducing environmental impact, and supporting the Companys long-term sustainable growth.

Highlighted Implementation and Activities

Continuous development is carried out across products, services, infrastructure and industrial applications, as well as business models that are aligned with practical usage and sustainability considerations.

The Companys innovations are designed to respond to evolving market needs, while improving operational efficiency, optimizing resource utilization, and fostering collaboration with stakeholders across the value chain to support long-term sustainable growth of the business and industry.

Product Innovation

The Company focuses on developing steel products with specialized properties to meet requirements in safety, performance, and diverse applications. For example, Tata TISCON Bor Kor Sor S, a high-ductility reinforcing steel, has been developed with superior elongation and energy absorption compared to conventional rebar. This enhances structural safety without requiring changes to standard design practices.

In addition, the Company has developed SD50 grade deformed bars, dowel bars, prefabricated stirrups, prefabricated foundation reinforcement, and barrier reinforcement solutions to improve construction quality, reduce errors, and enhance consistency in on-site operations.

Service Innovation and Construction Efficiency Solutions

The Company continuously provides cut-and-bend rebar services by working closely with customers to design reinforcement suitable for each project. This service helps reduce steel waste, minimize labor dependency on-site, shorten construction time, and improve workplace safety. Such solutions also contribute to reducing environmental impacts from unnecessary material handling and transportation.

Innovation for Infrastructure and Strategic Industrial Development

The Company has developed steel products that meet specific standards required for the ThaiChinese High-Speed Rail Project. In addition, high-carbon wire rods for tire cord production and steel fibers for reinforced concrete have been developed to replace imported materials. These innovations help reduce costs, strengthen supply chain security, and enhance the competitiveness of domestic industries.

Business Relationship Innovation

The Company has developed business relationship innovation through its dealer engagement program, which has been continuously implemented to support product knowledge, sales capability development, and store improvement initiatives.

This program aims to strengthen the capabilities and competitiveness of business partners, enabling them to grow sustainably alongside the Company. It covers dealers across all regions of the country, with a total of 9 participating dealers.

These dealers play an important role in delivering quality products together with accurate and useful information to end consumers, reflecting the Companys systematic and continuous approach to creating shared value across the value chain.

Steel AI & Analytics Minds

In the past year, the Company initiated the Steel AI & Analytics Minds 2025 project, which serves as the first platform within the organization for presenting AI and Analytics initiatives. The project was supported by senior management to encourage all departments to apply digital technologies in improving work processes, solving problems, and enhancing operational efficiency in a tangible manner.

The project focuses on driving the organization toward becoming a data-driven organization, by promoting the use of data and AI tools such as Power BI, Machine Learning, and Microsoft Copilot, alongside fostering a culture of learning, knowledge sharing, and internal innovation development.

The activities were conducted in a hybrid format, both onsite and online, enabling participation from employees across all locations. During the year, the Company organized a total of three sessions, with 121, 161, and 105 participants, respectively. The presentations covered various applications of AI and Analytics across multiple functions, including production, maintenance, quality, safety, sales, and support functions.

As a result of the program, the Company developed a total of 85 AI and Analytics projects (54 AI projects and 31 Analytics projects), generating a total potential saving of THB 22.16 million. These projects covered areas such as improving production efficiency, data analysis and insights, real-time monitoring systems, automated reporting, quality improvement, and energy reduction.

These outcomes reflect the Companys commitment to leveraging digital technologies and AI to create value, enhance competitiveness, and support sustainable organizational development.

If there were training activities or knowledge-sharing initiatives conducted for distributors during the year, the Company is encouraged to highlight these activities to demonstrate actual implementation.

In addition, it is recommended to include supporting photographs or visual evidence, where available, to enhance the completeness of disclosure and provide greater credibility and transparency to stakeholders.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture	:	Yes

Digital Transformation and AI Initiatives (FY26)

- AI in Production and Quality:
  1. Deployed AI for error-proofing and automated Mill Test Certificate (MTC) issuance.
  2. Implemented cloud-based AI for predictive maintenance at SCSC and SISCO, achieving zero gearbox failures.
  3. Enhanced safety with AI-enabled CCTV, including fire detection at critical plant areas.
- Digital Backbone: Advanced SAP S/4HANA implementation to support data-driven decision-making.
- Cybersecurity: Strengthened security across IT and OT environments.
- Industry 4.0 Recognition: Achieved Industry 4.0 status and received external funding from the Department of Primary Industries and Mines (DPIM) for AI projects.
- AI & Analytics Platform:Launched TSTH Steel AI & Analytics Minds 2025, completing 128 projects to foster digital culture.
- Innovation Collaboration: Partnered with the Tata Group Innovation Team on five challenges, including a proof of concept for mandrel plain bearing failure prevention at NTS.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from innovation development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from innovation development?	:	No

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