



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

STECON GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	21
Corporate Governance	
Corporate Governance Policy	26
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	27
Performance Report on Corporate Governance	36

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : STECON GROUP PUBLIC COMPANY LIMITED

Symbol : STECON

Address : 32/59-32/60 Sino-Thai Tower 29th – 30th Floor Sukhumvit 21 Road
(Soi Asoke) Khlong Toei Nuea, Watthana

Province : Bangkok

Postcode : 10110

Business : STECON core business is to hold shares in other companies
(Holding Company) with the core businesses are construction
contracting business, utility and power business and
logistics and transportation business.

Registration Number : 0107566000763

Telephone : 0-2260-1321

Website : <https://www.stecongroup.co.th>

Email : ir@stecongroup.co.th

Total Shares Sold (shares)

Common Stock : 1,519,080,193

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	30,572,546.32	29,841,499.00	30,405,348.96
Construction business (Thousand baht)	30,572,546.32	29,841,499.00	30,405,348.96

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Construction business (%)	100.00	100.00	100.00

Remark : 2022 and 2023 are pre-restructuring data.

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	30,572,546.32	29,841,499.00	30,405,348.96
Domestic (Thousand baht)	30,572,546.32	29,841,499.00	30,405,348.96
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Remark : 2022 and 2023 are pre-restructuring data.

Other income as specified in the financial statements

	2022	2023	2024
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Total other income (Thousand baht)	106,408.74	70,325.44	103,604.18
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	106,408.74	70,325.44	103,604.18

Remark : 2022 and 2023 are pre-restructuring data.

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

	2022	2023	2024
Share of profit (Thousand baht)	33,736.08	-69,565.79	-584,456.51

Remark : 2022 and 2023 are pre-restructuring data.

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Changes in Laws and Introduction of New Regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Systems or internal control system

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Environmental Laws, Standards, and ESG Requirements

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

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

Non-compliance with Laws and Operational Requirements

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment

- Impact on the environment

- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Non-compliance with Labor Laws and Human Rights Regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Safety, occupational health, and working environment
- Impact on human rights

Compliance Risk

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

- Corporate Governance

- Legal risk

Corruption and Conflicts of Interest in Operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Competition, Economic Conditions, and Changes in Government Policies

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Competition risk
- Economic risk

Compliance Risk

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

Financial Risk

- Liquidity risk
- Income volatility

Insufficient Qualifications for Bidding on Construction Projects

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk
- New business risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Delays in the development of future projects

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

Lack of Clear Planning and Ineffective Operations in Certain Areas

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

- New business risk

Operational Risk

- Systems or internal control system
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Business Acquisitions and Post-merger Integration

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- New business risk
- Corporate ownership structure risk

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations

Compliance Risk

- Corporate Governance

Financial Risk

- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Operating Costs and Economic Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Economic risk

Operational Risk

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

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Financial Liquidity Issues

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

Shortage and Retention of Highly Skilled and Experienced Personnel

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations

Inefficient Communication and Coordination

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations

Compliance Risk

- Violations of laws and regulations

Problems in Project Management and Budget Control

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Liquidity risk

- Income volatility

Changes in Work Specifications and Ambiguity in Contracts Terms

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Violations of laws and regulations
- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Delays in Site Handover and Employer Decision-Making

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties

- Delays in the development of future projects

Financial Risk

- Liquidity risk
- Income volatility

Supplier and Procurement Process Management Issues

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties

Financial Risk

- Liquidity risk
- Income volatility

Failure to Develop and Implement Technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

IT System Management and Data Security Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- System disruption risk

Compliance Risk

- Violations of laws and regulations

Lack of Technological Readiness and Work System Adaptability

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system

- Human error in business operations
- Information security and cyber-attack
- System disruption risk

Shifts in Digital Investment Behavior and Assessment of Technology Adoption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- System disruption risk

Reputation Management Regarding Work Quality and Corporate Image

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- New business risk

Operational Risk

- Systems or internal control system
- Human error in business operations

Compliance Risk

- Corporate Governance

Financial Risk

- Income volatility

Loss of Supplier Trust and Corporate Governance Breaches

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods

Environmental and Community Impact from Construction and Manufacturing Activities

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Delays in the development of future projects
- Safety, occupational health, and working environment
- Impact on the environment

Compliance Risk

- Violations of laws and regulations
- Legal risk

Climate Change and Natural Disaster Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Financial Risk

- Liquidity risk

Lack of Energy Management and Greenhouse Gas Emissions Reduction

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations

Workplace Accidents and Occupational Safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment

Compliance Risk

- Violations of laws and regulations
- Legal risk

Emerging Disease Outbreaks in Construction Projects

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Pandemic risk

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.stecongroup.co.th/storage/document/cg/stec-sd-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.stecongroup.co.th/storage/document/cg/stec-environmental-and-climate-change-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	81,498.71	98,204.28	9,575,135.27
Gasoline (Litres)	120,056.35	139,725.55	156,320.54
LPG (Kilograms)	0.00	0.00	27,010.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	1,069,246.00	1,068,057.00	18,305,421.73

Remark : The year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data

collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT).

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	5,221.00	5,082.00	958,778.89

Remark : The year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT).

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	45,230.04	39,541.59	1,489,222.09
Remark :	he year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT).		
Hazardous waste (Kilograms)	0.00	0.00	21,409.85
Total waste generated (Kilograms)	45,230.04	39,541.59	1,510,631.94

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	497.00	587.00	30,738.00
Remark :	The year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT).		
Scope 2 (Tons of carbon dioxide equivalents)	344.00	340.00	8,659.00
Remark :	The year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT).		

Company Limited (SNT).

Scope 3 (Tons of carbon dioxide equivalents)	128.00	138.00	10,339.00
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Remark : The year 2022 and 2023 data pertains to the Head Office of STEC. However, in 2024, the organizational structure was restructured, and the scope of data collection was expanded to include the operations of subsidiaries that conduct the core business of STECON Group Public Company Limited, including Sino-Thai Engineering and Construction Public Company Limited (STEC-Head Office), Wisdom Services Company Limited (Wisdom), and SNT Concrete Solutions Company Limited (SNT). STEC's construction division is in the process of studying the assessment of Scope 3 greenhouse gas emissions.

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	969.00	1,065.00	49,736.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Company Limited and ECEE Company Limited.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.steconggroup.co.th/storage/document/cg/stec-human-right-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	1,223	1,159	1,167
Number of female employees (Persons)	446	434	443
Total number of employees (Persons)	1,669	1,593	1,610

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	926,264,344.00	938,984,475.00	1,169,774,377.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	9.45	10.00	14.38
Employee development and training expenses (baht)	3,637,500.00	10,451,524.30	18,744,154.44

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	7	0	4
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	12.52	9.86	9.32

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Remark : Information of Sino-Thai Engineering and Construction Public Company Limited (STEC), a subsidiary of STECON that operates the core business

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.stecongroup.co.th/storage/document/cg/stec-cg-policy-th.pdf>

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

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Director Development, Board Performance Evaluation

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	6	50.00

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VALLOP RUNGKIJVORASATHIEN Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	16 Feb 2024	Engineering, Marketing, Strategic Management

2.	<p>Mr. CHAMNI JANCHAI</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	16 Feb 2024	Accounting, Finance, Risk Management, Marketing, Internal Control
3.	<p>Ms. RAPEEPAN LUANGARAMRUT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	16 Feb 2024	Business Administration
4.	<p>GEN. SURAPAN POOMKAEW</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	16 Feb 2024	Risk Management, Strategic Management, Law
5.	<p>Mr. MASTHAWIN CHARNVIRAKUL</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Feb 2024	Business Administration, Marketing, Engineering, Strategic Management, Risk Management

6.	<p>Mr. THANATHIP VIDHADYSIRINUN</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	16 Feb 2024	<p>Business Administration, Finance, Marketing, Strategic Management, Risk Management</p>
7.	<p>Mr. PAKPOOM SRICHAMNI</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	16 Feb 2024	<p>Engineering, Business Administration, Risk Management, Strategic Management, Marketing</p>
8.	<p>Mr. APIVUT THONGKAM</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Feb 2024	<p>Law, Risk Management, Sustainability, Strategic Management</p>
9.	<p>Mrs. JAIKAEW TEJAPIJAYA</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	16 Feb 2024	<p>Accounting, Finance, Business Administration, Strategic Management</p>

10.	Mr. JARUNAT JIRARATSATIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	16 Feb 2024	Engineering, Business Administration, Risk Management, Strategic Management, Marketing
11.	Pol.Col. PRAVESANA MULPRAMOOK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Law
12.	Mrs. MONRUDEE GETTUPHEN Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Business Administration, Risk Management, Marketing, Strategic Management

Other Information pertaining to committees

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAMNI JANCHAI [1] Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Accounting, Finance, Risk Management, Marketing, Internal Control
2. Pol.Col. PRAVESANA MULPRAMOOK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Law
3. Mrs. MONRUDEE GETTUPHEN Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Business Administration, Risk Management, Marketing, Strategic Management

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. PAKPOOM SRICHAMNI Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	16 Feb 2024
2. Mrs. JAIKAEW TEJAPIJAYA Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Feb 2024
3. Mr. JARUNAT JIRARATSATIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Feb 2024

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Pol.Col. PRAVESANA MULPRAMOOK	Chairman
	Mrs. MONRUDEE GETTUPHEN	Member
	Mrs. JAIKAEW TEJAPIJAYA	Member

Risk Management and Sustainable Development Committee	Mr. APIVUT THONGKAM	Chairman
	Mr. PAKPOOM SRICHAMNI	Member
	Mr. JARUNAT JIRARATSATIT	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Sustainable Development Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: Risk Management and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAKPOOM SRICHAMNI Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration	Group Chief Executive Officer/President	16 Feb 2024	Engineering, Business Administration, Risk Management, Strategic Management, Marketing
2. Mrs. JAIKAEW TEJAPIJAYA [1][2] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	16 Feb 2024	Accounting, Finance, Business Administration, Strategic Management
3. Mr. Ekachai Nitasanajarukul Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Finance	Chief Strategy and New Business Officer	6 Jan 2025	Banking, Finance, Strategic Management
4. Ms. Siya Tansamrit Gender: Female Age: 36 years old Highest level of education: Master's degree Major: Accounting & Finance	Deputy Chief Strategy and New Business Officer	6 Jan 2025	Accounting, Finance, Strategic Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2022	2023	2024
Total executive remuneration (baht)	44,775,000.00	55,698,000.00	2,676,668.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 1,167

Number of female employees (persons) : 443

Total number of employees (persons) : 1,610

Employee Remuneration

Total employee remuneration : 1,169,774,377.00

Provident fund

Total number of employees (persons) : 1,610

Number of employees contributing to the PVD (persons) : 1,551

Remark : 2022 and 2023 are pre-restructuring data.

Percentage of employees who are members (%) : 96.34

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Ms. RAPEEPAN LUANGARAMRUT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed:</p> <p>16 Feb 2024</p>	<p>Business Administration</p>
2.	<p>Mr. THANATHIP VIDHADYSIRINUN</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed:</p> <p>16 Feb 2024</p>	<p>Business Administration, Finance, Marketing, Strategic Management, Risk Management</p>
3.	<p>Mrs. JAIKAEW TEJAPIJAYA</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed:</p> <p>16 Feb 2024</p>	<p>Accounting, Finance, Business Administration, Strategic Management</p>

4.	Mr. JARUNAT JIRARATSATIT	Director	Date position was	Engineering, Business
	Gender: Male	(Executive)	assumed:	Administration, Risk
	Age: 52 years old		16 Feb 2024	Management, Strategic
	Highest level of education:	Director type: Re-elected		Management, Marketing
	Master's degree	as director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. VALLOP RUNGKIJVORASATHIEN	Chairman of the board	Participating
Mr. CHAMNI JANCHAI	Director	Participating
Ms. RAPEEPAN LUANGARAMRUT	Director	Participating
GEN. SURAPAN POOMKAEW	Director	Participating
Mr. MASTHAWIN CHARNVIRAKUL	Director	Participating
Mr. THANATHIP VIDHADYSIRINUN	Director	Participating
Mr. PAKPOOM SRICHAMNI	Director	Participating
Mr. APIVUT THONGKAM	Director	Participating
Mrs. JAIKAEW TEJAPIJAYA	Director	Participating
Mr. JARUNAT JIRARATSATIT	Director	Participating
Pol.Col. PRAVESANA MULPRAMOOK	Director	Participating
Mrs. MONRUDEE GETTUPHEN	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 29 Mar 2024

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. VALLOP RUNGKIJVORASATHIEN (Chairman of the board)	-	7/7	Participating	Participating
2. Mr. CHAMNI JANCHAI (Director)	-	7/7	Participating	Participating
3. Ms. RAPEEPAN LUANGARAMRUT (Director)	-	7/7	Participating	Participating
4. GEN. SURAPAN POOMKAEW (Director)	-	7/7	Participating	Participating
5. Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	7/7	Participating	Participating
6. Mr. THANATHIP VIDHADYSIRINUN (Director)	-	7/7	Participating	Participating
7. Mr. PAKPOOM SRICHAMNI (Director)	-	7/7	Participating	Participating
8. Mr. APIVUT THONGKAM (Director)	-	7/7	Participating	Participating
9. Mrs. JAIKAEW TEJAPIJAYA (Director)	-	7/7	Participating	Participating
10. Mr. JARUNAT JIRARATSATIT (Director)	-	7/7	Participating	Participating
11. Pol.Col. PRAVESANA MULPRAMOOK (Director)	-	7/7	Participating	Participating
12. Mrs. MONRUDEE GETTUPHEN (Director)	-	7/7	Participating	Participating

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1. Mr. VALLOP RUNGKIJVORASATHIEN (Chairman of the board)	-	160,000.00	600,000.00	No
2. Mr. CHAMNI JANCHAI (Director)	-	80,000.00	600,000.00	No

3.	Ms. RAPEEPAN LUANGARAMRUT (Director)	-	80,000.00	400,000.00	No
4.	GEN. SURAPAN POOMKAEW (Director)	-	80,000.00	400,000.00	No
5.	Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	80,000.00	400,000.00	No
6.	Mr. THANATHIP VIDHADYSIRINUN (Director)	-	80,000.00	400,000.00	No
7.	Mr. PAKPOOM SRICHAMNI (Director)	-	80,000.00	400,000.00	No
8.	Mr. APIVUT THONGKAM (Director)	-	80,000.00	500,000.00	No
9.	Mrs. JAIKAEW TEJAPIJAYA (Director)	-	80,000.00	400,000.00	No
10.	Mr. JARUNAT JIRARATSATIT (Director)	-	80,000.00	400,000.00	No
11.	Pol.Col. PRAVESANA MULPRAMOOK (Director)	-	80,000.00	500,000.00	No
12.	Mrs. MONRUDEE GETTUPHEN (Director)	-	80,000.00	400,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. CHAMNI JANCHAI (Chairman of the audit committee)	-	6/6
2.	Pol.Col. PRAVESANA MULPRAMOOK (Audit committee)	-	6/6
3.	Mrs. MONRUDEE GETTUPHEN (Audit committee)	-	6/6