



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

STECON GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : 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

	2023	2024	2025
Total revenue from operations (Thousand baht)	29,841,499.00	30,405,348.96	33,735,168.77
Construction business (Thousand baht)	29,527,240.70	29,929,548.61	33,088,784.97
Other (Thousand baht)	314,258.30	475,800.35	646,383.80

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Construction business (%)	98.95	98.44	98.08
Other (%)	1.05	1.56	1.92

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	29,841,499.00	30,405,348.96	33,735,168.77
Domestic (Thousand baht)	29,841,499.00	30,405,348.96	33,735,168.77
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	70,325.44	103,604.18	96,202.55
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	-69,565.79	-584,456.51	-212,280.26

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)	2023	2024	2025
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)

Compliance with Laws and Regulatory Requirements

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation
- ESG risk

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

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Income volatility

Compliance with Labor Laws and Human Rights

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Impact on human rights

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Income volatility

Fraud, Corruption, and Conflicts of Interest in Operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Business operations of partners in the supply chain
- 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
- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Environmental Impacts from Operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system

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

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Legal risk

Financial Risk

- Income volatility

External Physical Factors and Extreme Weather Events

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Climate change and disasters

Compliance Risk

- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Financial Liquidity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- Economic risk

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

- Legal risk

Financial Risk

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

Operating Costs and Economic Volatility

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Competition risk
- Economic risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Income volatility

Workplace Accidents and Occupational Safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment

Compliance Risk

- Violations of laws and regulations
- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Outbreaks of Emerging Infectious Diseases

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation
- Economic risk
- ESG risk
- Pandemic risk

Operational Risk

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

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Pandemic risk

Compliance Risk

- Violations of laws and regulations
- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

Supplier Management, Delivery, and Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Damage to company image and reputation
- Economic risk

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
- Delays in the development of future projects

Compliance Risk

- Legal risk

Financial Risk

- Insufficient sources of funding

Quality Management of Works

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
- 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

Shortage of Highly Skilled Personnel

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Income volatility

Contract Governance and Change Control

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

Financial Risk

- Liquidity risk
- Income volatility

Macroeconomic Conditions and Market Competition

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
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Economic risk
- ESG risk

Operational Risk

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

Financial Risk

- Liquidity risk
- Income volatility

Environmental Transition and Evolving ESG Standards

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk

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
- Delays in the development of future projects
- 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

Financial Risk

- Insufficient sources of funding
- Liquidity risk
- Income volatility

Investments in New Businesses

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties
- Corruption

Financial Risk

- Insufficient sources of funding

IT Systems Management and Information Security

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- 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
- Loss or damage from non-compliance of partners or counterparties

- System disruption risk

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Liquidity risk
- Income volatility

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.stecongroun.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.stecongroun.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

	2023	2024	2025
Diesel (Litres)	81,498.71	9,575,135.27	12,123,536.31
Gasoline (Litres)	120,056.35	156,320.55	146,919.50
LPG (Kilograms)	0.00	27,010.00	28,002.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	679,345.00	18,342,873.92	14,540,663.43

Remark : 2023: data was collected only from the STEC's head office.

2024: The baseline year (2024) figures have been revised to ensure completeness and accuracy, including:

1. the inclusion of electricity consumption from the Cooling Tower at the head office; and
2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets.

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	86,378.00	958,778.89	750,471.67

Remark : 2023: data was collected only from the STEC's head office.

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	39,541.59	1,489,222.09	12,854,859.46
Remark :	2023: Data collection only STEC Head Office. (General Waste) 2024: Data was excluded Construction waste. 2025: Data was included Construction waste.		
Hazardous waste (Kilograms)	N/A	21,409.85	129,301.97
Remark :	2023: not collective 2024: Hazardous waste collection will begin in July.		
Total waste generated (Kilograms)	39,541.59	1,510,631.94	12,984,161.43
Remark :	2023: Data collection only STEC Head Office. (General Waste) 2024: Data was excluded Construction waste. 2025: Data was included Construction waste.		

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	587.00	30,738.00	37,865.00
Remark :	2023: Data only STEC's HO 2024: STEC - The baseline year (2024) figures have been revised to ensure completeness and accuracy, including: 1. the inclusion of electricity consumption from the Cooling Tower at the head office; and 2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets. 3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities		

** The baseline year revenue figures have also been revised to align with the principles of consolidated financial statement preparation, in order to accurately reflect operating performance and prevent double counting of revenue.

3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities

Scope 2 (Tons of carbon dioxide equivalents)	340.00	8,842.00	6,788.00
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Remark : 2023: Data only STEC's HO

2024: STEC - The baseline year (2024) figures have been revised to ensure completeness and accuracy, including:

1. the inclusion of electricity consumption from the Cooling Tower at the head office; and
2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets.
3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities

** The baseline year revenue figures have also been revised to align with the principles of consolidated financial statement preparation, in order to accurately reflect operating performance and prevent double counting of revenue.

Scope 3 (Tons of carbon dioxide equivalents)	138.00	14,701.00	17,784.00
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Remark : 2023: Data only STEC's HO

2024: STEC - The baseline year (2024) figures have been revised to ensure completeness and accuracy, including:

1. the inclusion of electricity consumption from the Cooling Tower at the head office; and
2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets.
3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities

** The baseline year revenue figures have also been revised to align with the principles of consolidated financial statement preparation, in order to accurately reflect operating performance and prevent double counting of revenue.

2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets.
3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,065.00	54,281.00	62,437.00
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Remark : 2023: Data only STEC's HO

2024: STEC - The baseline year (2024) figures have been revised to ensure completeness and accuracy, including:

1. the inclusion of electricity consumption from the Cooling Tower at the head office; and
2. the inclusion of electricity generated from solar power systems and billed by Gulf. These revisions ensure that the baseline data more accurately reflect actual operations and serve as a reference for assessing progress toward the organization's greenhouse gas (GHG) emission reduction targets.
3. Expanded reporting to include Scope 3, Category 3: Fuel- and Energy-Related Activities

** The baseline year revenue figures have also been revised to align with the principles of consolidated financial statement preparation, in order to accurately reflect operating performance and prevent double counting of revenue.

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Remark : GHG Verification by

1. STEC: Verification by LRQA (Thailand) Limited.
2. SNT and WISDOM: Verification by 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

	2023	2024	2025
Number of male employees (Persons)	1,159	1,167	1,232
Number of female employees (Persons)	434	443	486
Total number of employees (Persons)	1,593	1,610	1,718

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	938,984,475.00	1,169,774,377.00	1,265,077,272.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	10.00	14.38	21.74
Employee development and training expenses (baht)	10,451,524.30	18,744,154.44	19,916,555.50

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	4	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	9.86	9.32	5.82

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.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, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	7	58.33

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: 74 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>Dr. SUNEE SORNCHAITANASUK</p> <p>Gender: Female</p> <p>Age: 63 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	21 Apr 2025	Accounting, Finance, Governance/ Compliance, Audit, Risk Management
3.	<p>Pol.Col. PRAVESANA MULPRAMOOK</p> <p>Gender: Male</p> <p>Age: 67 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, Independent director)</p> <p>Director type: Original director</p>	16 Feb 2024	Law, Risk Management, Accounting, Finance, Strategic Management
4.	<p>Mr. THANATHIP VIDHAYASIRINUN</p> <p>Gender: Male</p> <p>Age: 59 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: Original director</p>	16 Feb 2024	Business Administration, Finance, Marketing, Strategic Management, Risk Management
5.	<p>Mr. APIVUT THONGKAM</p> <p>Gender: Male</p> <p>Age: 63 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, Independent director)</p> <p>Director type: Re-elected as director</p>	16 Feb 2024	Law, Risk Management, Sustainability, Strategic Management

6.	Mr. PAKPOOM SRICHAMNI Gender: Male Age: 64 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
7.	Mrs. MONRUDEE GETTUPHEN Gender: Female Age: 68 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
8.	General SURAPAN POOMKAEW Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Feb 2024	Risk Management, Strategic Management, Law
9.	Ms. RAPEEPAN LUANGARAMRUT Gender: Female Age: 69 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

10.	Mr. MASTHAWIN CHARNVIRAKUL Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	16 Feb 2024	Business Administration, Marketing, Engineering, Strategic Management, Risk Management
11.	Mrs. JAIKAEW TEJAPIJAYA Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Feb 2024	Accounting, Finance, Business Administration, Strategic Management, Risk Management
12.	Mr. JARUNAT JIRARATSATIT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Feb 2024	Engineering, Business Administration, Risk Management, Strategic Management, Marketing

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

General information	Position	Tenure	Replacement Director
1. Mr. CHAMNI JANCHAI Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 16 Feb 2024 Date directorship ended: 21 Apr 2025	Dr. SUNEER SORNCHAITANASUK Date position was assumed: 21 Apr 2025

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : 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. Dr. SUNE SORNCHAITANASUK [1] Gender: Female Age: 63 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	14 May 2025	Accounting, Finance, Governance/ Compliance, Audit, Risk Management
2. Pol.Col. PRAVESANA MULPRAMOOK Gender: Male Age: 67 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, Risk Management, Accounting, Finance, Strategic Management
3. Mrs. MONRUDEE GETTUPHEN Gender: Female Age: 68 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

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

General information	Position	Tenure	Replacement Director
1. Mr. CHAMNI JANCHAI [1] Gender: Male Age: 69 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)	Date position was assumed: 16 Feb 2024 Date directorship ended: 21 Apr 2025	Dr. SUNEE SORNCHAITANASUK Date position was assumed: 21 Apr 2025

[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: 64 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: 58 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	Member of the executive committee	16 Feb 2024
	Gender: Male		
	Age: 53 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

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
Investment Committee	Mr. THANATHIP VIDHAYASIRINUN	Chairman
	Mr. APIVUT THONGKAM	Member
	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: 64 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: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	16 Feb 2024	Accounting, Finance, Business Administration, Strategic Management, Risk Management
3. Mr. Ekachai Nitasanajarukul Gender: Male Age: 44 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: 37 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
5. Mr. Suradej Kayanpianparakit Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Vice President – Risk Management and Sustainability Department	27 Feb 2024	Corporate Social Responsibility, Sustainability, Risk Management

6.	Mr. Rungroj Naknual Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Law	Vice President - Corporate Communication Department	6 Jan 2025	Negotiation, Law, Leadership, Media & Publishing
7.	Ms. Thichaya Vasuthararatch Gender: Female Age: 46 years old Highest level of education: Bachelor's degree Major: Communication Arts	Vice President - Company Secretary	12 Dec 2024	Governance/ Compliance, Data Management, Data Analysis, Risk Management, Sustainability

[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

	2023	2024	2025
Total executive remuneration (baht)	55,698,000.00	2,676,668.00	40,822,000.00

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) : 1,232

Number of female employees (persons) : 486

Total number of employees (persons) : 1,718

Employee Remuneration

Total employee remuneration : 1,265,077,272.00

Provident fund

Total number of employees (persons) : 1,718

Number of employees contributing to the PVD (persons) : 1,596

Percentage of employees who are members (%) : 92.90

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Krongkaew Trakulsak	krongkaew_tr@stecongroup.co.th	0-2260-1321 ต่อ 1400

- Company secretary

General information	Email	Telephone
1. Ms. Thichaya Vasuthararatch	thichaya@stecongroup.co.th	02260-1321 ต่อ 1119

- Head of internal audit

General information	Email	Telephone
1. Mr. Chirapat Srivardhana	chirapat@stecongroup.co.th	02260-1321 ต่อ 1530

• Head of investor relations

General information	Email	Telephone
1. Ms. Supavoravee Rakkulchon	supavoravee@stecongroup.co.th	026104900 ต่อ 2252

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Mr SERM BRISUTHIKUN Email: Serm.Brisuthikun@th.ey.com Telephone: 022649090	5,770,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. APIVUT THONGKAM Gender: Male Age: 63 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: Re-elected as director	Date position was assumed: 16 Feb 2024	Law, Risk Management, Sustainability, Strategic Management
2. Mr. PAKPOOM SRICHAMNI Gender: Male Age: 64 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	Date position was assumed: 16 Feb 2024	Engineering, Business Administration, Risk Management, Strategic Management, Marketing
3. Mr. MASTHAWIN CHARNVIRAKUL Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 16 Feb 2024	Business Administration, Marketing, Engineering, Strategic Management, Risk Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Dr. SUNE SORNCHAITANASUK Gender: Female Age: 63 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 Apr 2025	Accounting, Finance, Governance/ Compliance, Audit, Risk Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. VALLOP RUNGKIJVORASATHIEN	Chairman of the board	Non-participating
Dr. SUNE SORNCHAITANASUK	Director	Participating
Pol.Col. PRAVESANA MULPRAMOOK	Director	Non-participating
Mr. THANATHIP VIDHAYASIRINUN	Director	Non-participating
Mr. APIVUT THONGKAM	Director	Non-participating
Mr. PAKPOOM SRICHAMNI	Director	Non-participating
Mrs. MONRUDEE GETTUPHEN	Director	Non-participating
General SURAPAN POOMKAEW	Director	Non-participating
Ms. RAPEEPAN LUANGARAMRUT	Director	Non-participating
Mr. MASTHAWIN CHARNVIRAKUL	Director	Non-participating
Mrs. JAIKAEW TEJAPIJAYA	Director	Non-participating
Mr. JARUNAT JIRARATSATIT	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 21 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. VALLOP RUNGKIJVORASATHIEN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Dr. SUNE SORNCHAITANASUK (Director)	-	3/3	Non-participating	Did not hold the meeting
3. Pol.Col. PRAVESANA MULPRAMOOK (Director)	-	5/5	Participating	Did not hold the meeting
4. Mr. THANATHIP VIDHAYASIRINUN (Director)	-	5/5	Non-participating	Did not hold the meeting
5. Mr. APIVUT THONGKAM (Director)	-	4/5	Participating	Did not hold the meeting
6. Mr. PAKPOOM SRICHAMNI (Director)	-	5/5	Participating	Did not hold the meeting
7. Mrs. MONRUDEE GETTUPHEN (Director)	-	5/5	Participating	Did not hold the meeting
8. General SURAPAN POOMKAEW (Director)	-	5/5	Participating	Did not hold the meeting
9. Ms. RAPEEPAN LUANGARAMRUT (Director)	-	5/5	Participating	Did not hold the meeting

10.	Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mrs. JAIKAEW TEJAPIJAYA (Director)	-	5/5	Participating	Did not hold the meeting
12.	Mr. JARUNAT JIRARATSATIT (Director)	-	5/5	Participating	Did not hold the meeting
13.	Mr. CHAMNI JANCHAI (Director)	21 Apr 2025	2/2	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. VALLOP RUNGKIJVORASATHIEN (Chairman of the board)	-	200,000.00	600,000.00	No
2.	Dr. SUNE SORNCHAITANASUK (Director)	-	60,000.00	600,000.00	No
3.	Pol.Col. PRAVESANA MULPRAMOOK (Director)	-	100,000.00	500,000.00	No
4.	Mr. THANATHIP VIDHAYASIRINUN (Director)	-	100,000.00	500,000.00	No
5.	Mr. APIVUT THONGKAM (Director)	-	80,000.00	500,000.00	No
6.	Mr. PAKPOOM SRICHAMNI (Director)	-	100,000.00	400,000.00	No
7.	Mrs. MONRUDEE GETTUPHEN (Director)	-	100,000.00	400,000.00	No
8.	General SURAPAN POOMKAEW (Director)	-	100,000.00	400,000.00	No
9.	Ms. RAPEEPAN LUANGARAMRUT (Director)	-	100,000.00	400,000.00	No
10.	Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	100,000.00	400,000.00	No
11.	Mrs. JAIKAEW TEJAPIJAYA (Director)	-	100,000.00	400,000.00	No
12.	Mr. JARUNAT JIRARATSATIT (Director)	-	100,000.00	400,000.00	No
13.	Mr. CHAMNI JANCHAI (Director)	21 Apr 2025	40,000.00	0.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 7

List of directors		Termination date	Number of the audit committee meeting
1.	Dr. SUNEE SORNCHAITANASUK (Chairman of the audit committee)	-	5/5
2.	Pol.Col. PRAVESANA MULPRAMOOK (Audit committee)	-	7/7
3.	Mrs. MONRUDEE GETTUPHEN (Audit committee)	-	6/7
4.	Mr. CHAMNI JANCHAI (Chairman of the audit committee)	21 Apr 2025	2/2