

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

Masstec Link Public Company Limited

Fiscal Year End 31 December 2025

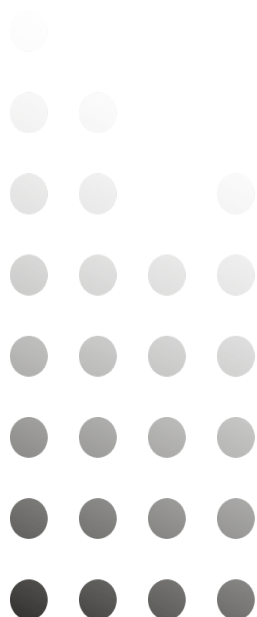


Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	5
Corporate Governance	
Corporate Governance Policy	9
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	10
Performance Report on Corporate Governance	19

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : Masstec Link Public Company Limited

Symbol : MASTEC

Address : 74 Soi Nak Niwat 48, Nak Niwat Road, Lat Phrao Sub-district/Sub-area, Lat Phrao District/Area

Province : Bangkok

Postcode : 10230

Business : Imports and procures engineering products for sale, consisting of 3 product groups: 1) HVAC and sanitation system products, 2) fire protection and safety products, 3) products and innovations for energy and environmental conservation including consultant, offering solutions and providing engineering services.

Registration Number : 0107566000577

Telephone : 0-2942-1433

Fax (if applicable) : 0-2942-1320

Website : <https://www.massteclink.com/>

Email : sales@massteclink.com

Total Shares Sold (shares)

Common Stock : 300,000,000

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)		984,640.00	943,220.00	864,860.00
HVAC and Sanitary Products (Thousand baht)		603,900.00	530,910.00	518,920.00
Fire Protection and Safety Products (Thousand baht)		325,910.00	321,510.00	281,190.00
3)	Energy Conservation and Environmental Innovations (Thousand baht)	41,980.00	83,750.00	58,910.00
	Other (Thousand baht)	12,850.00	7,050.00	5,840.00

		2023	2024	2025
Total revenue from operations (%)		100.00	100.00	100.00
HVAC and Sanitary Products (%)		61.33	56.29	60.00
Fire Protection and Safety Products (%)		33.10	34.09	32.51
3)	Energy Conservation and Environmental Innovations (%)	4.26	8.88	6.81
	Other (%)	1.31	0.75	0.68

Remark : Product Group

By Geographical Area or Market

		2023	2024	2025
Total revenue from operations (Thousand baht)		984,640.00	943,220.00	864,860.00
Domestic (Thousand baht)		984,640.00	943,220.00	864,860.00
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)	12,675.00	7,400.00	5,840.00
Other income from operations (Thousand baht)	3,760.00	3,218.00	1,490.00
Other income not from operations (Thousand baht)	8,915.00	4,182.00	4,350.00
Gain on Foreign Exchange (Thousand baht)	0.00	2,589.00	1,131.00
Finance Income (Thousand baht)	624.00	680.00	677.00
Gain on Fair Value Measurement of Derivatives (Thousand baht)	7,433.00	325.00	982.00
Others (Thousand baht)	858.00	588.00	1,560.00

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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	70.00	160.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk to Securities Holder (2.2.2)

Risk from having major shareholders holding more than 50% of total shares

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy (if applicable) : <https://www.massteclink.com/wp-content/uploads/2026/03/22.%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%94%E0%B8%B3%E0%B9%80%E0%B8%99%E0%B8%B4%E0%B8%99%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-ESG.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Water Management, Waste 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)	N/A	N/A	61,068.93
Gasoline (Litres)	N/A	N/A	95,757.02

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	365,740.00	324,434.00	273,624.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,536.00	2,104.00	3,030.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	0.00	0.00	0.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	384,924.07
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	136,784.64
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	18,862.93
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	540,571.64

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

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.massteclink.com/wp-content/uploads/2026/03/7.%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1.pdf>

Company human right guideline : Employee Rights, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work

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)	130	123	121
Number of female employees (Persons)	122	120	115
Total number of employees (Persons)	252	243	236

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	104.31	113.57	113.61

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	6.30	6.50	6.00
Employee development and training expenses (baht)	227,147.46	108,723.38	599,179.61

• **Health, safety and work environment**

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	0	0

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	29.37	29.22	31.36

• **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.massteclink.com/wp-content/uploads/2026/03/1.%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5.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
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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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
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**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	6	100.00
Number of male directors	5	83.33
Number of female directors	1	16.67
Number of executive directors	3	50.00
Number of non-executive directors	3	50.00
Number of independent directors	3	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. Assoc. Prof. Dr Chotchai Charoenngam Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	27 Oct 2025	Engineering, Construction Services, Risk Management, Governance/ Compliance

2.	Mr. Paisan Mahapannaporn Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	27 Oct 2025	Law, Human Resource Management, Risk Management, Corporate Management
3.	Ms. Onchulee Lawsmithikul Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	27 Oct 2025	Finance, Governance/ Compliance, Risk Management, Corporate Management
4.	Mr. Dussadee Meechai Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	17 Nov 2000	Engineering, Strategic Management, Marketing, Project Management
5.	Mr. Kamtorn Kunanopparat Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	17 Nov 2000	Engineering, Sustainability, Strategic Management, Marketing

6.	Dr. Rompo Suwannik	Director	17 Nov 2000	Transportation & Logistics,
	Gender: Male	(Executive)		Data Management, Engineering
	Age: 59 years old			
	Highest level of education:	Director type: Original		
	Doctoral degree	director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Ms. Onchulee Lawsmithikul [1] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	27 Oct 2025	Finance, Governance/ Compliance, Risk Management, Corporate Management
2. Assoc. Prof. Dr Chotchai Charoenngam Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	27 Oct 2025	Engineering, Construction Services, Risk Management, Governance/ Compliance
3. Mr. Paisan Mahapannaporn Gender: Male Age: 62 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	27 Oct 2025	Law, Human Resource Management, Risk Management, Corporate 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. Dussadee Meechai Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	23 May 2014
2. Mr. Kamtorn Kunanopparat Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 May 2014
3. Dr. Rompo Suwannik Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 May 2014
4. Mrs. Pattaraporn Boonrasri Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2023

5.	Ms. Parin Thipsombatwong Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2023
6.	Ms. Sudathip Limsakul Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Feb 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. Paisan Mahapannaporn	Chairman
	Mr. Dussadee Meechai	Member
	Ms. Parin Thipsombatwong	Member
	Ms. Sudathip Limsakul	Member
	Ms. Arpasinee Chanwangsa	Member
Nomination and Remuneration Committee	Assoc. Prof. Dr Chotchai Charoenngam	Chairman
	Mr. Paisan Mahapannaporn	Member
	Dr. Rompo Suwannik	Member
Corporate Governance and Sustainability Committee	Ms. Onchulee Lawsmithikul	Chairman
	Mr. Paisan Mahapannaporn	Member
	Mr. Kamtorn Kunanopparat	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management 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	: Corporate Governance and Sustainability 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. Dussadee Meechai Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering	Chief of Executive Officer	17 Nov 2000	Engineering, Strategic Management, Marketing, Project Management
2. Mr. Kamtorn Kunanopparat Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Chief of Technology Officer	26 Feb 2025	Engineering, Sustainability, Strategic Management, Marketing
3. Dr. Rompo Suwannik Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Business Administration	Chief of Data Officer	1 Jan 2024	Transportation & Logistics, Data Management, Engineering
4. Mrs. Pattaraporn Boonrasri [1] Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Accounting	Chief of Finance Officer	1 May 2013	Accounting, Finance

5.	Ms. Parin Thipsombatwong Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Chief of Operational Officer	1 Jan 2023	Information & Communication Technology, Risk Management, Human Resource Management, Transportation & Logistics
6.	Ms. Sudathip Limsakul Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Business Administration	Chief of Sales and Marketing Officer	26 Feb 2025	Business Administration, Marketing, Negotiation

[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)	16,040,000.00	13,610,000.00	15,450,072.66

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) : 121

Number of female employees (persons) : 115

Total number of employees (persons) : 236

Employee Remuneration

Total employee remuneration : 113.61

Provident fund

Total number of employees (persons) : 236

Number of employees contributing to the PVD (persons) : 202

Percentage of employees who are members (%) : 85.59

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. Ms. Onchulee Lawsmithikul Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 27 Oct 2025	Finance, Governance/ Compliance, Risk Management, Corporate Management
2. Mr. Kamtorn Kunanopparat Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 17 Nov 2000	Engineering, Sustainability, Strategic Management, Marketing

Development of directors over the past year

List of directors	Position	Participated in director development program
Assoc. Prof. Dr Chotchai Charoenngam	Chairman of the board	Participating
Mr. Paisan Mahapannaporn	Vice Chairman	Participating
Ms. Onchulee Lawsmithikul	Director	Participating

Mr. Dussadee Meechai	Director	Participating
Mr. Kamtorn Kunanopparat	Director	Participating
Dr. Rompo Suwannik	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) : 6

Date of AGM meeting : 18 Mar 2025

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Assoc. Prof. Dr Chotchai Charoenngam (Chairman of the board)	-	6/6	Participating	Participating
2. Mr. Paisan Mahapannaporn (Vice Chairman)	-	6/6	Non-participating	Participating
3. Ms. Onchulee Lawsmithikul (Director)	-	6/6	Participating	Participating
4. Mr. Dussadee Meechai (Director)	-	6/6	Participating	Participating
5. Mr. Kamtorn Kunanopparat (Director)	-	6/6	Participating	Participating
6. Dr. Rompo Suwannik (Director)	-	6/6	Participating	Participating

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
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1.	Assoc. Prof. Dr Chotchai Charoenngam (Chairman of the board)	-	150,000.00	50,000.00	No
2.	Mr. Paisan Mahapannaporn (Vice Chairman)	-	120,000.00	50,000.00	N/A
3.	Ms. Onchulee Lawsmithikul (Director)	-	120,000.00	50,000.00	N/A
4.	Mr. Dussadee Meechai (Director)	-	N/A	N/A	N/A
5.	Mr. Kamtorn Kunanopparat (Director)	-	N/A	N/A	N/A
6.	Dr. Rompo Suwannik (Director)	-	N/A	N/A	N/A

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) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. Onchulee Lawsmithikul (Audit committee)	-	5/5
2.	Assoc. Prof. Dr Chotchai Charoenngam (Chairman of the audit committee)	-	5/5
3.	Mr. Paisan Mahapannaporn (Audit committee)	-	5/5