- Translation -

Ref. No. SG/2026/0063

November 13, 2026

Subject Management Discussion and Analysis Quarter 3 Ending 30 September 2026

To The President
The Stock Exchange of Thailand

Stecon Group Public Company Limited and subsidiaries ("the Company") would like to clarify Management Discussion and Analysis for the operating results for 3Q26 and nine-month ended 30 September 2026. The details are as follows:

Economic Overview and Construction Industry

1. **Thailand's economy in 3Q26 improved from the previous quarter, despite ongoing pressure from the U.S.-Iran conflict and flooding,** driven mainly by sustained growth in merchandise exports on the back of the global electronics cycle and data center investment, which also supported continued expansion in private investment. Private consumption likewise increased, partly reflecting the government's "Thai Chuay Thai Plus" scheme. Going forward, government infrastructure investment and the development of the energy policy framework are expected to be the key factors supporting economic expansion and stability.
2. **Overall construction industry in 3Q26 recorded modest growth from the same period last year** driven by investments in major government transportation and infrastructure projects, including mass transit rail projects, double-track railway projects and motorway developments. Meanwhile, overall private sector investment remained stable from the same period last year, following a slowdown in residential property development, particularly in the condominium segment. Nevertheless, data center construction projects in Thailand are expected to continue expanding. According to the Thailand Board of Investment (BOI), as of May 2026, there were 10 data center projects approved for investment promotion in 2026, with a combined investment value of approximately THB 1 trillion.

Key Business Developments in 3Q26

1. **The Government has set the FY2026 expenditure budget framework at THB 3,780.6 billion,** representing an increase of 0.7% from the FY2025 expenditure budget of THB 3,752.7 billion. As of the end of September 2026, a total of THB 3,623.0 billion had been disbursed, while THB 157.6 billion remained undisbursed.
2. **Several major investment projects are being actively promoted by the Government in 2026 to stimulate economic growth,** particularly in the transportation and infrastructure sectors. These include the M5 Motorway Project (Utraphimuk Elevated Highway, Rangsit-Bang Pa-in section: an extension of the Don Muang Tollway), the M9 Motorway Project (Bangkok Outer Ring Road, Bang Khun Thian-Bang Bua Thong elevated section), Phase 2 Double-Track Railway Projects covering six routes, Phase 2 of the Thailand-China High-Speed Rail Project, and Phase 1 of the Phuket Expressway Construction Project (Kathu-Patong section).

Stecon Group Public Company Limited
32/59–32/60, Sino-Thai Tower,
29th–30th Floor, Sukhumvit 21
(Asoke) Road, Khlong Toei Nuea,
Watthana, Bangkok 10110, Thailand

บริษัท สเตคอน กรุ๊ป จำกัด (มหาชน)
32/59-32/60 อาคารซิโน-ไทย ทาวเวอร์
ชั้นที่ 29-30 ถนนสุขุมวิท 21 (ซอยอโศก)
แขวงคลองเตยเหนือ เขตวัฒนา
กรุงเทพมหานคร 10110

Tel: +66 2 610 4900
Fax: +66 2 260 1339

www.stecongroup.co.th

3. **The Company has undertaken preparatory activities for investment in the data center business** to support business expansion and create long-term growth opportunities. The Company is focusing on seeking an experienced operator partner with expertise in the development and management of data centers to jointly develop projects on land with a strategic location and well-established key utility infrastructure. In addition, the Company is seeking additional land in areas with adequate power supply and infrastructure to support data center development projects, and is evaluating investment opportunities in projects that have already commenced operations or are under construction, both in Thailand and overseas, in order to shorten the development timeline and accelerate revenue and profit recognition.
4. **The Company has undertaken preparatory activities for investments in energy-related projects,** with a focus on developing power generation and electricity supply projects for government agencies and private-sector customers, including data center operators, whose electricity demand is expected to continue growing, in line with the country's long-term power development master plan (PDP 2026).
5. **The Company has been studying investment opportunities and preparing for investments in water supply projects,** with a focus on developing potable water and industrial water production and distribution projects for private-sector customers. This includes expanding services to provincial areas where there is strong demand for water supply and recurring water shortages, thereby supporting access to quality water for various customer groups in those areas. In addition, the Company places significant emphasis on developing its customer base in high-potential industries, particularly data center operators, whose demand for industrial water is expected to continue increasing. The Company is also targeting customers within industrial estates that require large and consistent volumes of water on a daily basis. These initiatives are intended to generate stable recurring revenue streams and support the Company's sustainable growth in the future.

<u>Operation Performance Summary</u>

1. **Revenues:** The Company recorded a total revenue of THB 11,561.9 million for 3Q26 and THB 29,136.8 million for the nine-month period, increased from the same period last year by THB 4,025.9 million for the quarter and THB 6,020.9 million for the nine-month period or an increase of 53.4% for the quarter and 26.0% for the nine-month period. The major revenues are as follows:
    I. **Revenue from construction contracts** was THB 11,277.3 million for the quarter and THB 27,839.1 million for the nine-month period, increased by 52.1% for the quarter and 23.2% for the nine-month period. This was mainly from the data center, mass transit rail and clean energy projects.
    II. **Revenue from sales and services** was THB 244.3 million for the quarter and THB 436.4 million for the nine-month period, increased by 156.2% for the quarter and 127.0% for the nine-month period, mainly from revenue from sales and services of the Company's subsidiary, which secured new projects and commenced revenue recognition in the second quarter.
    III. **Rental income** was THB 16.6 million for the quarter and THB 50.6 million for the nine-month period, decreased by 24.6% for the quarter and 13.6% for the nine-month period, mainly from lower machinery rental income due to the completion of projects.
    IV. **Dividend income** was THB 736.6 million for the nine-month period.

2. **Costs and Expenses:** The Company had total costs and expenses of THB 10,986.5 million for 3Q26 and THB 26,904.5 million for the nine-month period, increased from the same period last year by THB 3,735.7 million for the quarter and THB 5,287.9 million for the nine-month period or an increase of 51.5% for the quarter and 24.5% for the nine-month period. The major costs and expenses are as follows:
   I. **Cost of construction** was THB 10,468.0 million for the quarter and 25,809.0 for the nine-month period.
   II. **Cost of sales and services** was THB 198.9 million for the quarter and THB 365.2 million for the nine-month period.
   III. **Cost of rental** was THB 3.5 million for the quarter and THB 13.4 million for the nine-month period.
   IV. **Administrative expenses** were THB 317.1 million for the quarter and THB 914.9 million for the nine-month period, increased from the same period last year by THB 56.4 million for the quarter and THB 74.4 million for the nine-month period. This was mainly due to joint venture project management expenses and personnel expenses.
3. **Share of loss from investments in associates and joint ventures** was THB 28.1 million for 3Q26 and THB 87.0 million for the nine-month period, decreased by THB 80.6 million from the same period last year for nine-month period. This was primarily due to the adjustment of investments in NBM (Northern Bangkok Monorail Co., Ltd.) and EBM (Eastern Bangkok Monorail Co., Ltd.) to equity investment (designated at fair value through other comprehensive income).
4. **Profitability:** The Company recorded a gross profit of THB 867.9 million for 3Q26 and THB 2,138.7 million for the nine-month period, equivalent to gross profit margin of 7.5% and 7.6%, respectively. In addition, the Company recorded profit before income tax expenses recorded of THB 449.9 million for the quarter and THB 1,913.3 million for the nine-month period, equivalent to profit before income tax margin of 3.9% and 6.6%, respectively.
5. **Net profit:** The Company recorded a net profit of THB 381.9 million for 3Q26 and THB 1,640.2 million for the nine-month period, equivalent to net profit margin of 3.3% and 5.6%, respectively. Net profit increased from the same period last year by THB 223.9 million for the quarter and THB 620.0 million for the nine-month period. This was mainly due to higher gross profit and more efficient cost and expense control.

<u>Financial Position</u>

1. **Total assets** were THB 64,559.0 million as at 30 September 2026, increased by THB 8,309.6 million or 14.8% from THB 56,249.5 million as at 31 December 2025. This was mainly due to increases in other non-current financial assets by THB 3,349.5 million.
2. **Total liabilities** were THB 43,144.8 million as at 30 September 2026, increased by THB 3,946.4 million or 10.1% from THB 39,198.4 million as at 31 December 2025. This was mainly due to outstanding debentures amounting to THB 4,970.8 million.
3. **Total shareholders' equity** was THB 21,414.2 million as of 30 September 2026, increased by THB 4,363.2 million or 25.6% from THB 17,051.0 million as of 31 December 2025. This was mainly due to increases in retained earnings from the profit for the nine-month period of THB 1,469.3 million and other components of shareholders' equity of THB 2,784.7 million. The increase of other components of shareholders' equity was mainly due to an increase in the market value of domestic listed equity instruments, which is the Company's other non-current financial assets.

Capital Structure

1. **The Company's capital structure as of 30 September 2026** comprised of total liabilities of THB 43,144.8 million, of which THB 13,347.6 million were interest-bearing debts (excluding lease liabilities). These consisted of short-term loans from financial institutions of THB 6,459.1 million, short-term loans from related persons and parties of THB 143.9 million, current portion of long-term borrowings of THB 270.0 million and long-term loans from financial institutions of THB 1,503.7 million and debentures of THB 4,970.8 million. Meanwhile, total shareholders' equity totaled THB 21,414.2 million.
2. **The interest-bearing debt (excluding lease liabilities) to equity ratio was at 0.62x** as of 30 September 2026.

Cash Flows

For nine-month period ended 30 September 2026, the Company reported the cash flows as follows:

1. **Cash flows from (used in) operating activities** were THB (1,443.1) million, decreased by THB 3,306.5 million from the same period last year. This was mainly due to higher payments of trade and other current payables, together with an increase in contract assets in line with the project billing schedule.
2. **Cash flows from (used in) investing activities** were THB 94.4 million, increased by THB 2,044.3 million from the same period last year. This was mainly due to a decrease in cash paid for share capital of associates, an increase in dividends received, and cash received from the disposals of other non-current financial assets.
3. **Cash flows from (used in) financing activities** were THB 3,877.2 million, increased by THB 3,587.1 million from the same period last year. This was mainly due to cash receipt from the issuance of debentures amounting to THB 5,000 million, partially offset by repayments of short-term loans from financial institutions.

Company's Strategy and Investment Plan Development

The Company has formulated an investment plan for new businesses aligned with its sustainable growth strategy, prioritizing the generation of recurring income and entering high-growth potential businesses (New S-Curve) in order to strengthen competitiveness, reduce risk and increase opportunity to generate revenue from diversified business sectors through investments in 5 core areas: construction-supporting businesses, clean energy, data centers, water management, and logistics. The key projects in which the Company has already invested are as follows:

1. **Nue EPIC Asok-Rama 9 Project (V91):** The Company has invested in this condominium project to support its role as the project's main construction contractor. Construction is expected to be completed by 3Q28. Currently, more than 60% of the units have been reserved and contracted, reflecting the strong potential of the Rama 9-Ratchada location and its positive reception among both Thai and international buyers.
2. **EWS Project:** The Company has entered into a joint venture with a business partner in an industrial water production and distribution project to supply water to data center customers. The EWS project has now been completed and has successfully passed system commissioning with the customer. It is therefore able to begin selling water and is expected to generate continuously growing revenue.

3. **Investment in Startups:** The Company has invested in Startups within the construction industry to generate investment returns while enabling the Group to adopt modern construction innovations, including AI, for application in its large-scale construction projects. Key investments include **ALICE Technologies,** whose technology the Company has begun implementing in the major construction project such as Bangkok Mall to enhance project planning and scheduling efficiency and better align project execution with customer requirements. In addition, the Company has invested approximately USD 1 million in a U.S.-based construction technology company that develops **Dusty Robotics,** the autonomous robots for construction layout and field positioning by directly projecting digital construction plans onto job sites. This technology helps improve construction productivity, accuracy and safety.

<u>Sustainability Development in 3Q26</u>

The Company conducts business with a strong commitment to sustainable development by creating value across the economic, social, environmental and corporate governance dimensions. The details are as follows:

1. **Environmental Dimension:** The Company recognizes the importance of conducting its business with due consideration for environmental sustainability and climate change. Accordingly, the Company has established policies, operational guidelines, monitoring mechanisms, and continuous improvement initiatives relating to environmental management. The Company also supports and promotes environmental conservation practices and seeks to minimize any potential adverse impacts of its business operations on the environment and surrounding communities. Key environmental initiatives undertaken in 3Q26 are as follows:
   I. **Solar Cell Installation Project:** The Company has continuously installed solar cell systems at the field offices of various projects to support the use of clean energy and reduce greenhouse gas emissions associated with electricity consumption from fossil fuel-based energy sources. The operating results for the period from January to September 2026 are as follows:

Project	Period	Energy Saved (kWh)	Greenhouse Gas Emissions Reduction ($TonCO_2e$)
Solar Rooftop	Jan-Sep 2026	388,696	194
Solar Lighting	Jan-Sep 2026	74,206	37
Total		**462,902**	**231**

   II. **Biodiversity Support Project:** The Thai Oil Clean Energy project unit organized a “Mangrove Reforestation at Laem Chabang Beach, Chonburi Province” activity on 21 August 2026, with employees and representatives of the Ban Laem Chabang community taking part, to increase green areas and absorb greenhouse gases, restore coastal ecosystems, reduce erosion from waves and seawater, and encourage community participation in conserving and caring for natural resources.
2. **Social Dimension:** The Company conducts its business with a strong sense of social responsibility and in accordance with internationally recognized standards aimed at minimizing potential impacts arising

from its operations while taking into consideration the interests of all stakeholders. In addition, the Company places great importance on occupational health, safety, and workplace environment, respect for human rights, employee development, and community support initiatives. Key projects undertaken in 3Q26 are as follows:

I. **"For Kids' Full Tummies" School Lunch Project:** To promote educational opportunities and support schools in need, the Company donated funding for school lunches and sports equipment for teaching and learning to Wat Don Chedi School, Bang Rachan District, Sing Buri Province, with 48 students taking part. The Company also organized sports competition activities to encourage participation, teamwork and good relationships among students.

II. **STECON Construction Innovation Challenge (4th edition):** The project gives university students the opportunity to apply their engineering knowledge and creativity to develop concepts and innovations that can be applied to real construction work, to improve work efficiency, reduce costs and reduce impacts on society and the environment. It promotes learning, analytical thinking, problem-solving and creative collaboration, and contributes to driving the Thai construction industry sustainably. The project included networking activities between students and Company employees at the STECON Convention Center, Sai Noi District, Nonthaburi Province, to exchange experiences, learn real-world working perspectives from personnel across various functions, and build relationship networks among students from 12 universities.

III. **Social Assistance and Disaster Relief:** The Company took part in helping and relieving hardship for communities in areas affected by the 2026 floods. The support included food, drinking water, relief bags, machinery, heavy machinery and vehicles, as well as assistance with travel, evacuation and the moving of belongings, the dredging of drainage canals, garbage collection and road repairs in various areas. In addition, the Company supported the management of garbage carried by floodwater in Khlong Khlet, Khlong Nong Bon, Khlong Bang Na and Khlong Lot, and the dredging of drainage canals in Tha Bun Mi Sub-district, Ko Chan District and Nong Hiang Sub-district, Phanat Nikhom District, Chonburi Province, and deployed employees and staff to evacuate stranded residents, provide shuttle services for the public, support the transport of patients to hospitals and provide other assistance.

3. **Governance Dimension:** The Company places the highest importance on conducting its business in a fair, transparent, and accountable manner, in accordance with principles of ethics, integrity, and good corporate governance, while taking into consideration the interests of all stakeholders. The Company also maintains an appropriate risk management framework and continuously promotes innovation to enhance its capabilities, supporting sustainable and stable growth. Key initiatives undertaken in 3Q26 are as follows:

I. **Innovation Development Project:** The Company has established an Innovation Steering Committee and an Innovation Management Team to drive and oversee innovation across the organization. As part of this project, the Company has developed an Innovation Dashboard to serve as a centralized platform for collecting, sharing, and managing innovative ideas, achievements, and projects. The dashboard enables all business units to efficiently access, utilize, and build upon innovation-related knowledge and solutions, fostering collaboration, continuous improvement, and value creation throughout the organization.

Factors Affecting Future Operations and Growth

The Company assesses that the U.S.-Iran conflict remains highly uncertain, which may affect the prices of key construction materials such as steel, cement and concrete, as well as labor, energy and transportation costs. As a result, actual project costs may deviate from initial estimates, particularly under fixed-price contracts or contracts with limited price adjustment provisions. Nevertheless, the Company adopts cost management and proactive procurement strategies and enters into medium- to long-term framework agreements for key materials such as steel and cement, while purchasing forward to lock in prices where appropriate. In addition, the Company diversifies its sourcing channels and establishes necessary contingency plans to mitigate volatility and manage risks aligned with its business structure. Other key factors that require close monitoring include price competition and shortages of skilled personnel and labor. The Company has implemented management measures to closely and continuously monitor and assess developments and their potential impact on project execution, in order to manage risks effectively and keep project implementation on schedule.

Please be informed accordingly,

Sincerely yours,
Stecon Group Public Company Limited

- Signed -

(Mr. Pakpoom Srichamni)
Authorized Director

- Signed -

(Mrs. Jaikaew Tejapijaya)
Authorized Director

Stecon Group Public Company Limited
32/59–32/60, Sino-Thai Tower,
29th–30th Floor, Sukhumvit 21
(Asoke) Road, Khlong Toei Nuea,
Watthana, Bangkok 10110, Thailand

บริษัท สเตคอน กรุ๊ป จำกัด (มหาชน)
32/59-32/60 อาคารซิโน-ไทย ทาวเวอร์
ชั้นที่ 29-30 ถนนสุขุมวิท 21 (ซอยอโศก)
แขวงคลองเตยเหนือ เขตวัฒนา
กรุงเทพมหานคร 10110

Tel: +66 2 610 4900
Fax: +66 2 260 1339

www.stecongroup.co.th