

รายงานความยั่งยืน

ESG REPORT 2024

Scan Inter Public Company Limited



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Message from the Chief Executive Officer

Dr. Littee Kitpipit

Chief Executive Officer



Over the past 36 years of operations, Scan Inter Public Company Limited has been committed to driving growth in the clean energy business while prioritizing sustainable organizational development. We have focused on strengthening our human resource management system, ensuring efficient leadership from our executive team, fostering a workforce with specialized expertise, and collaborating with skilled partners. Additionally, we have continuously enhanced our operational systems, enabling us to achieve our established goals successfully.

Furthermore, our company adheres to principles of good governance and emphasizes a sustainable development approach that encompasses environmental, social, and governance (ESG) considerations.

In 2024, our company received an "Excellent" rating, earning a five-star score for corporate governance for the sixth consecutive year from the Thai Institute of Directors Association (IOD). Moreover, we have been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), reaffirming our strong commitment to transparency, accountability, and robust anti-corruption measures. These efforts aim to foster trust and confidence among all stakeholders. Our company also places great importance on social responsibility, having implemented a total of 26 CSR projects covering economic, social, and environmental aspects. These initiatives are designed to promote a sustainable society and environment while driving corporate growth. Additionally, we are dedicated to advancing Thailand toward a low-carbon society to combat the escalating global climate crisis. Our efforts align with the country's goal of achieving net-zero greenhouse gas emissions. We firmly believe that by operating on a strong foundation with a business strategy that prioritizes all stakeholders, we can contribute to national energy security while delivering value and fostering sustainable growth for society as a whole.

Lastly, on behalf of the executive team and all employees of Scan Inter Public Company Limited, I would like to express my sincere gratitude to our shareholders and all stakeholders. I assure you that, through the dedication of our management team and staff, we will continue to achieve stable and sustainable growth. We remain committed to maximizing benefits for our shareholders while upholding ethical standards and corporate governance principles, solidifying our position as a leader in the sustainable energy business.

ESG Performance

Company Name : SCAN INTER PUBLIC COMPANY LIMITED Symbol : SCN

Market : SET Industry Group : Resources Sector : Energy & Utilities

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes
Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Waste Management, Greenhouse Gas and Climate Change Management

Scan Inter Public Company Limited is committed to sustainable business practices by focusing on effective environmental management. The company has therefore established a policy to promote the development of products and services, as well as various operations, to ensure the efficient use of resources and minimize environmental impact, as follows:

1. Conduct business in compliance with environmental laws and regulations.
2. Analyze the environmental impact covering the company's business, taking into account the impact on the environment and stakeholders.
3. Control the use of energy and resources efficiently by reducing consumption and reusing to preserve the environment.
4. Manage waste effectively, control wastewater discharge, separate hazardous materials, and clearly identify storage areas and disposal points in accordance with international standards.
5. Support the use of clean energy that is environmentally friendly and promote government policies to reduce greenhouse gases that cause air pollution.
6. Encourage employees at all levels of the organization to have knowledge, understanding, and awareness of the importance of environmental conservation to create an organizational culture towards sustainable environmental development.
7. Promote social activities and support community engagement, develop and improve environmental operations to be accepted by the community, and participate in various projects that promote environmental responsibility.

Information on review of environmental policies, guidelines, and/or goals over the past year

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

Review of environmental policies, guidelines, and/or goals : No
over the past year

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

In 2024, the company has guidelines for implementation. These guidelines aim to raise awareness within the organization about energy management (electricity/fuel), waste management, and greenhouse gas management. They promote education and training to develop knowledge and skills in energy management, waste management, and greenhouse gas (GHG) management. They also support changing attitudes within the organization, introducing new approaches and perspectives on efficient energy use, and building collaboration in energy conservation and efficient utilization to reduce environmental impact. The approach to increasing energy efficiency (EE) involves improving the electrical energy consumption processes of equipment or systems to use less energy while achieving the same results. For example, replacing fluorescent lamps with LED lamps that provide the same brightness but consume less energy, or installing automatic control systems for ventilation and temperature control.

Guidelines for establishing a waste separation system within the organization, separating organic waste (food waste) and recyclable waste (paper, metal, and plastic) from non-recyclable waste.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Company's electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	11,766,449.68	10,401,681.00	8,265,809.33
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	11,766,449.68	9,854,124.00	7,380,219.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	547,557.00	885,590.33
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	23,627.41	15,978.00	10,031.32

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

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	0.00	0.00	N/A
Percentage of total electricity expense to total expenses (%) ^(**)	0.00	0.00	N/A
Percentage of total electricity expense to total revenues (%) ^(**)	0.00	0.00	N/A
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	0.00	0.00	N/A

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	615,157.51	873,074.91	1,835,433.15
Gasoline (Litres)	33,558.58	46,092.81	64,152.17
LPG (Kilograms)	540.00	540.00	540.00
Natural Gas (Kilograms)	11,143.13	10,418.75	10,961.27

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	0.00	0.00	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	0.00	0.00	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	0.00	0.00	N/A

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	36,716.00	29,612.00	44,416.02
Water withdrawal by third-party water (cubic meters)	31,345.00	27,077.00	38,186.01
Water withdrawal by groundwater (cubic meters)	5,371.00	2,535.00	6,230.01
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	73.73	45.49	53.90
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02	0.01	0.03

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	36,716.00	29,612.00	44,416.02

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.02003907	0.01431700	0.02567350
Intensity of total water consumption (Cubic meters / m ²)	0.00000000	0.00000000	N/A

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Total water withdrawal expense from third-party water (Baht)	0.00	0.00	N/A
Total water withdrawal expense from other sources (Baht)	0.00	0.00	N/A
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : No

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : No management

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	757.00	757.00	757.00
Total non-hazardous waste (kilograms)	43.00	43.00	43.00
Non-hazardous waste - Landfilling (Kilograms)	43.00	43.00	43.00
Total hazardous waste (kilograms)	714.00	714.00	714.00
Hazardous waste - Landfilling (Kilograms)	714.00	714.00	714.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The company invests in a rooftop solar power generation system (Solar Rooftop) project to generate electricity from solar energy. In 2022, the installation was completed at Sam Khok PMS Natural Gas Station and Kao Kong Petroleum Co., Ltd. In 2024, the installation of Solar Rooftop at the head office building, Muang Thong Thani, was completed in March 2024. The company recognizes the potential of energy reduction and plans to expand the installation of Solar Rooftop at Sam Khok PMS Natural Gas Station Phase 2 to be completed within 2025.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metric tonnes of carbon dioxide equivalents)	1,987.42	2,783.22	2,972.98
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,987.42	2,783.22	2,972.98

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ⁽¹⁾	0.001085	0.001346	0.001718
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.99	4.28	3.61
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.00000000	0.00000000	N/A

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

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

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

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : SCAN INTER PUBLIC COMPANY LIMITED Symbol : SCN

Market : SET Industry Group : Resources Sector : Energy & Utilities

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Community and environmental rights, Safety and Occupational Health at Work

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type : Company
Data disclosure coverage (%) : 0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes
Employee and labor management plan implemented : Fair employee compensation, Employee training and
by the Company in the past year development, Occupational health and safety in workplace

The company places importance on developing its personnel to be knowledgeable and capable. We strive to develop the potential of our employees through promoting learning, organizing training for organizational and employee development, providing safety training, and supporting activities that benefit society. The company's approach is as follows:

Fair Compensation Policy

The company has a policy of fair compensation and benefits for employees that is appropriate for the work. We provide good benefits to our employees because the company considers all employees to be an important part of the business. Therefore, we have established a performance appraisal system at both the departmental and individual levels. This starts from setting work targets, creating plans, monitoring progress and development, and evaluating against individual indicators. This ensures that the performance management of personnel, departments, and the organization are aligned and based on credibility, fairness, and justice. This motivates employees to work continuously for the organization, which in turn promotes the sustainable growth of the company in the long term, benefiting both the company and its employees.

Personnel Development

The company focuses on developing employees at all levels by enhancing their potential and providing them with additional skills in various areas. We also focus on developing employees to be proficient and well-rounded, with knowledge that can be transferred and applied to actual work. This prepares them for the challenges of conducting business in the present and in the rapidly changing future.

Occupational Safety and Health

Occupational health and safety is an important aspect related to the health of employees and stakeholders of the organization. It can also affect business operations. The company recognizes and prioritizes occupational health and safety to create a good working culture and environment, and to build confidence among all stakeholders. We provide occupational health and safety training to employees at all levels.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : No
and labor management goals?

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	498	651	824

	2022	2023	2024
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	498	651	824
Male employees (persons)	331	494	628
Percentage of male employees (%)	66.47	75.88	76.21
Female employees (persons)	167	157	196
Percentage of female employees (%)	33.53	24.12	23.79

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
Directly reporting to the CEO	22
Strategic	20
Finance and Accounting	217
Engineering	124
Human Resources	17
Directly reporting to the President	4
Sales & Project Development	10
Scan Inter Logistics Company Limited	210
Contronno Company Limited	1
Siam Vasco Company Limited	9
Kaokong Petroleum Company Limited	24
Namphong NGV 2558 Company Limited	15
Ammine NGV Company Limited	10
NT Energy Gas Company Limited	10
BPA Intertrade Company Limited	131
Total number of employees	824

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : Yes
Years

In 2024, the number of employees increased by approximately 26.57% compared to the previous year. This increase was partly due to the recruitment of additional employees to support the growth of Scan Inter Public Company Limited and its subsidiaries.

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	N/A	N/A	6
Percentage of disabled workers to total employment (%)	N/A	N/A	0.73
Total number of employees with disabilities (Persons)	N/A	N/A	6
Total male employees with disabilities (persons)	N/A	N/A	4
Total female employees with disabilities (persons)	N/A	N/A	2
Percentage of disabled employees to total employees (%)	N/A	N/A	0.73

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	99,362,387.48	174,783,787.32	236,022,952.26
Average remuneration of employees (Baht / Person)	199,522.87	268,485.08	286,435.62

Provident fund management policy

Provident fund management policy : Have

The company considers the long-term well-being of its employees and aims to promote a good quality of life after retirement through financial planning. Therefore, it has established a provident fund for employees on a voluntary membership basis. This provident fund is registered in accordance with the regulations of the Ministry of Finance and is managed by an authorized fund manager. The fund manager is responsible for investing in a responsible manner, taking into account environmental, social, and governance (ESG) factors. Employees of the company can remain members of the fund in the long term. The company contributes a monthly amount to the fund at a rate of 2-6% of the employees' salaries, while employee members contribute savings at the same rate as the company's contributions.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	135	155	147
Proportion of employees who are PVD members (%)	27.11	23.81	17.84
Total amount of provident fund contributed by the company (baht)	1,367,669.00	1,560,355.61	1,762,799.20
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.38	0.89	0.75

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	0.00	5.26	18.11
Total amount spent on employee training and development (Baht)	642,636.00	420,302.00	932,350.55
Percentage of training and development expenses to total expenses (%) ^(*)	0.000445	0.000230	0.000500
Percentage of training and development expenses to total revenue (%) ^(*)	0.000351	0.000203	0.000539

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	0.00	0.00	N/A
Total number of hours worked by employees (Hours)	0.00	0.00	N/A

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of employees that lost time injuries for 1 day or more (Persons)	2	0	N/A
Percentage of employees that lost time injuries for 1 day or more (%)	0.40	0.00	N/A
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	N/A
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	N/A

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	110	153	130
Total number of male employee turnover leaving the company voluntarily (persons)	56	105	80
Total number of female employee turnover leaving the company voluntarily (persons)	54	48	50

	2022	2023	2024
Proportion of voluntary resignations (%)	22.09	23.50	15.78
Percentage of male employee turnover leaving the Company voluntarily (%)	11.24	16.13	9.71
Percentage of female employee turnover leaving the Company voluntarily (%)	10.84	7.37	6.07
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

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

Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

Company's customer management plan : No

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer satisfaction assessment results will cover operations in various areas related to natural gas, renewable energy, and integrated transportation, reflecting the Company's efficiency and reliability. This is based on the Company's average satisfaction score, which has consistently met the target of over 80 percent from 2020 to 2024.

Diagram of performance and outcomes of customer management



Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : No
customers/consumers

- Telephone : -
- Fax : -
- Email : -
- Company's website : -
- Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the : Disadvantaged and vulnerable groups
company over the past year

The company recognizes the importance of and respects the rights, liberties, and equality of all persons. The company supports the development and improvement of the quality of life for people with disabilities by helping them achieve sustainable livelihoods. This aims to provide opportunities for people with disabilities to have access to employment and generate income to support themselves and their families for a better quality of life, as well as to empower Thai people with disabilities to participate in the development of the country's economy.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

The company has a "Support for the Quality of Life of Persons with Disabilities" project, which employs persons with disabilities who are still able to work. This initiative aims to create employment opportunities for people with disabilities, enabling them to have a better quality of life, earn income to support themselves and their families, and promote equal opportunities. It also allows them to live in society on an equal basis with others and provides opportunities for them to participate in social development, fostering a sense of self-worth and enabling them to contribute to society.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

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ESG Performance

Company Name : SCAN INTER PUBLIC COMPANY LIMITED Symbol : SCN

Market : SET Industry Group : Resources Sector : Energy & Utilities

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

Determination of Director Remuneration

Independence of the Board of Directors from the Management

Director Development

Board Performance Evaluation

Corporate Governance of Subsidiaries and Associated Companies

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Customer, Business competitor, Business partner, Creditor, Community and society

Shareholder

Customer

Business competitor

Business partner

Creditor

Community and society

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information

Prevention of Conflicts of Interest

Anti-corruption

Whistleblowing and Protection of Whistleblowers

Prevention of Misuse of Inside Information

Promotion of compliance with the business code of conduct

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

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified
Certification document of CAC membership status : 20250124-SCN03CSO-CAC certified Mar 2024 to Mar 2027.pdf

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : No

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

Corporate Governance Structure

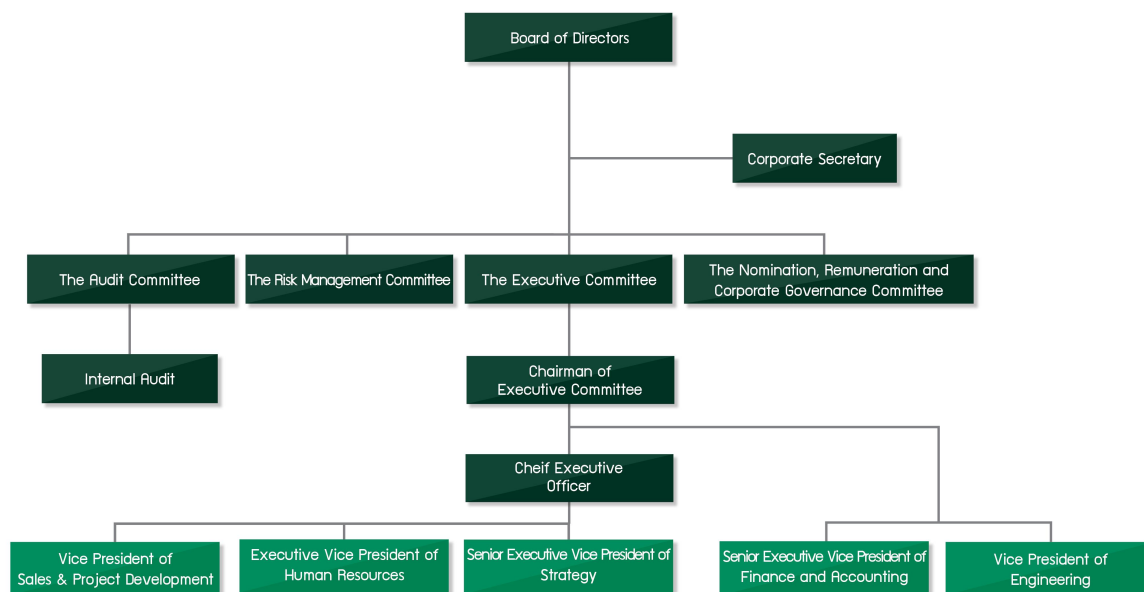
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	9	
	6	3
Executive directors	4	
	2	2
Non-executive directors	5	
	4	1
Independent directors	5	
	4	1
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	66.67	33.33
Executive directors	44.44	
	22.22	22.22
Non-executive directors	55.56	
	44.44	11.11
Independent directors	55.56	
	44.44	11.11
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

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

	2024	
	Male (years)	Female (years)
Average director age	60	
	62	55

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PISIT SEREWIWATTANA Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Management and Human Relation Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	17 Oct 2023	Accounting, Finance, Internal Control, Risk Management, Governance/ Compliance
<p>2. Mr. THANCHART KITPIPIT Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 723,702,017 Shares (59.626989 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/th/market/product/stock/quote/SCN/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	6 Sep 1988	Automotive, Energy & Utilities, Transportation & Logistics, Engineering, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. LITTEE KITPIPIT Gender: Male Age : 41 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,507,240 Shares (1.030492 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/th/market/product/stock/quote/SCN/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>4 Oct 2012</p>	<p>Energy & Utilities, Marketing, Engineering, Project Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. NARISSARA KITPIPIT Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,898,997 Shares (1.062769 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/th/market/product/stock/quote/SCN/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 Oct 2012	Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting
<p>5. Mrs. KANNIKA NGAMSOPEE Gender: Female Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 Dec 2016	Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. PIMWANITAR JARATPREEDAR Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Information Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 802,983 Shares (0.066159 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	9 Nov 2017	Accounting, Finance, Data Analysis, Risk Management, Internal Control
<p>7. ACM VORACHAT THARECHAT Gender: Male Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Military Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 Oct 2018	Law, Leadership
<p>8. Mr. EKAJAI TIVUTANOND Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jun 2020	Law, Sustainability, Change Management, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
9. Pol.Lt.Gen. PRAYAD BOONSRI Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Education Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	16 Jun 2020	Law, Corporate Social Responsibility, Human Resource Management, Change Management, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. CHAMNARN WANGTAL Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No	23 Aug 2024	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. PISIT SEREWIWATTANA	Chairman of the Board of Directors		✓	✓		
2. Mr. THANCHART KITPIPIT	Director	✓				✓
3. Mr. LITTEE KITPIPIT	Director	✓				✓
4. Ms. NARISSARA KITPIPIT	Director	✓				✓
5. Mrs. KANNIKA NGAMSOPEE	Director		✓	✓		
6. Mrs. PIMWANITAR JARATPREEDAR	Director	✓				✓
7. ACM VORACHAT THARECHAT	Director		✓	✓		
8. Mr. EKAJAI TIVUTANOND	Director		✓	✓		
9. Po.Lt.Gen. PRAYAD BOONSRI	Director		✓	✓		
Total (persons)		4	5	5	0	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Finance & Securities	1	11.11
2. Automotive	1	11.11
3. Energy & Utilities	2	22.22
4. Transportation & Logistics	1	11.11
5. Law	3	33.33
6. Marketing	1	11.11
7. Accounting	3	33.33
8. Finance	2	22.22
9. Corporate Social Responsibility	2	22.22
10. Human Resource Management	1	11.11
11. Sustainability	1	11.11
12. Data Analysis	2	22.22
13. Project Management	1	11.11
14. Engineering	3	33.33
15. Change Management	2	22.22
16. Leadership	3	33.33
17. Strategic Management	1	11.11
18. Risk Management	5	55.56
19. Internal Control	3	33.33
20. Budgeting	1	11.11
21. Governance/ Compliance	3	33.33

Information about the other directors

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

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half

The Company's policy states that the chairman of the Board of Directors and Chief Executive Office must not be the same person to clearly separate the responsibilities in policy determination, business supervision and regular management. The duties and responsibilities of the Board of Directors and executives are clearly separated, and the counterbalance of operational authorities is in place. The Board of Directors is responsible in policy determination and supervision of executives on the policy level, while the executives manage the Company's operations in various aspects in accordance with the policies. The scope of powers and responsibilities of the Chairman and Chief Executive Officer are indicated in the policy on Corporate Governance published on the Company's website.

Independence of the directors is clearly determined, so that independent directors are the key to good corporate governance and can comment freely. The Board of Directors has determined the definition and qualifications of independent directors in good corporate governance policy as follows:

1. Hold no more than 1 percent of the Company, the parent company, subsidiaries, associated companies, major shareholders, and the Company's control persons' voting stocks. Stocks held by personnel related to the independent director are not included.
2. Must not be or have been a committee member involved in the management of the Company, the parent company, subsidiaries, associated companies, major shareholders, and the Company's control persons' business, employees, staff, salaried advisors, or control persons unless he/she has been removed from such position for at least 2 years prior to submitting the request to the SEC. Such incompatibilities do not include the case that the independent director has been a government officer or advisor of a government sector who is the Company's major shareholder or control person.
3. Must not have any biological or legal relationship as the father, mother, spouse sibling, son or daughter or the spouse of the son or daughter of any director, executive, major shareholder, control person or person nominated as a director, executive or control person of the Company or its subsidiaries.
4. Must not have or have had any business relationship with the Company, the parent company, subsidiaries, associated companies, major shareholders, or the Company's control persons in the manner that may obstruct his/her own direction, and must not be or have been a significant shareholder or control person of any person with a business relationship with the Company, the parent company, subsidiaries, associated companies, major shareholders, or the Company's control persons, unless he/she has been removed from such position for at least 2 years prior to submitting the request to the SEC.
5. Must not be or have been an auditor of the Company, the parent company, subsidiaries, associated companies, major shareholders, or the Company's control persons and must not be a significant shareholder, control person or partner of an audit office to which auditors of the Company, the parent company, subsidiaries, associated companies, major shareholders, or the Company's control persons belong, unless he/she has been removed from such position for at least 2 years prior to submitting the request to the SEC.
6. Must not be or have been a professional service provider, including legal and financial consulting services, that receives more than two million baht a year of service fee from the Company, the parent company, subsidiaries, associated companies, major shareholders, or the Company's control persons, and must not be a significant shareholder, control person or partner of the professional service provider, unless he/she has been removed from such position for at least 2 years prior to submitting the request to the SEC.
7. Must not be a director appointed to represent any director of the Company, major shareholders, or shareholders related to major shareholders.
8. Must not own a similar business significantly competitive to that of the Company or its subsidiaries, must not be a partner in a partnership or a director involved in the management of the business, employees, staff, salaried advisors of

a similar business significantly competitive to that of the Company and its subsidiaries or hold more than 1 percent of the shares of such business.

9. Must not process any other quality that prevents him/her from freely expressing his/her opinion on the Company's operations.

Additionally, in the past accounting period, the independent directors of the Company had neither business relationship nor professional services. Also, the appointed independent directors never have or had business relationship or professional services exceeded than the rules stipulated in the notification of the Capital Market Supervisory Board regarding the Application for and Approval of the Offer for Sale of Newly Issued Shared. The independent directors are independent from the management and major shareholder's control.

Information on the roles and duties of the board of directors

Board charter : Have

The company manages its business in the best interests of shareholders by adhering to four key principles:

1.1.1 Performing duties with responsibility, prudence, and diligence.

1.1.2 Conducting duties with honesty and integrity.

1.1.3 Complying with laws, objectives, the company's articles of association, resolutions of the Board of Directors, and resolutions of the shareholders' meeting.

1.1.4 Disclosing information to shareholders accurately, completely, transparently, verifiably, and in a timely manner.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit Committee

Role

- Audit Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination, Remuneration and Corporate Governance Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee
- Nomination Remuneration Subcommittee
- Sustainability Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

- RiskManagement Subcommittee

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. KANNIKA NGAMSOPEE^(*) Gender: Female Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	21 Feb 2017	Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance
<p>2. ACM VORACHAT THARECHAT Gender: Male Age : 68 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Military Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 Oct 2018	Law, Leadership
<p>3. Mr. EKAJAI TIVUTANOND^(*) Gender: Male Age : 72 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	5 Oct 2023	Law, Sustainability, Change Management, Risk Management, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. CHAMNARN WANGTAL ^(*) Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)	23 Aug 2024	-

Additional explanation :

() Directors with expertise in accounting information review*

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. THANCHART KITPIPIT Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	Chairman of the executive committee	18 Sep 2014
<p>2. Mr. LITTEE KITPIPIT Gender: Male Age : 41 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	18 Sep 2014
<p>3. Ms. NARISSARA KITPIPIT Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	18 Sep 2014
<p>4. Mrs. PIMWANITAR JARATPREEDAR Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Information Management Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	9 Nov 2017
<p>5. Ms. Kanjana Kongchaisub Gender: Female Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	16 Dec 2022

Other Subcommittees

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
Nomination, Remuneration and Corporate Governance Committee	Mrs. KANNIKA NGAMSOPEE	The chairman of the subcommittee (Independent director)
	Mr. EKAJAI TIVUTANOND	Member of the subcommittee (Independent director)
	Mr. THANCHART KITPIPIT	Member of the subcommittee (Independent director)
Risk Management Committee	Mrs. KANNIKA NGAMSOPEE	Member of the subcommittee (Independent director)
	ACM VORACHAT THARECHAT	Member of the subcommittee (Independent director)
	Mr. EKAJAI TIVUTANOND	Member of the subcommittee
	Mr. THANCHART KITPIPIT	Member of the subcommittee
	Mr. LITTEE KITPIPIT	Member of the subcommittee
	Ms. NARISSARA KITPIPIT	The chairman of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. Jutamas Singkiaw^{(*)X(**)} Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	Accounting Manager	1 Nov 2006	Commerce, Accounting, Finance, Data Management, Data Analysis
<p>2. Mrs. PIMWANITAR JARATPREEDAR^(*) Gender: Female Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Information Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Senior Vice President of Finance and Accounting	18 Sep 2014	Accounting, Finance, Data Analysis, Risk Management, Internal Control
<p>3. Ms. NARISSARA KITPIPIT Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Senior Vice President of Strategy	4 Jan 2016	Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting
<p>4. Mr. LITTEE KITPIPIT Gender: Male Age : 41 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Executive Officer (The highest-ranking executive)	7 Nov 2016	Energy & Utilities, Marketing, Engineering, Project Management, Leadership

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Kanjana Kongchaisub Gender: Female Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President of Human Resources	1 Oct 2019	Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Change Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

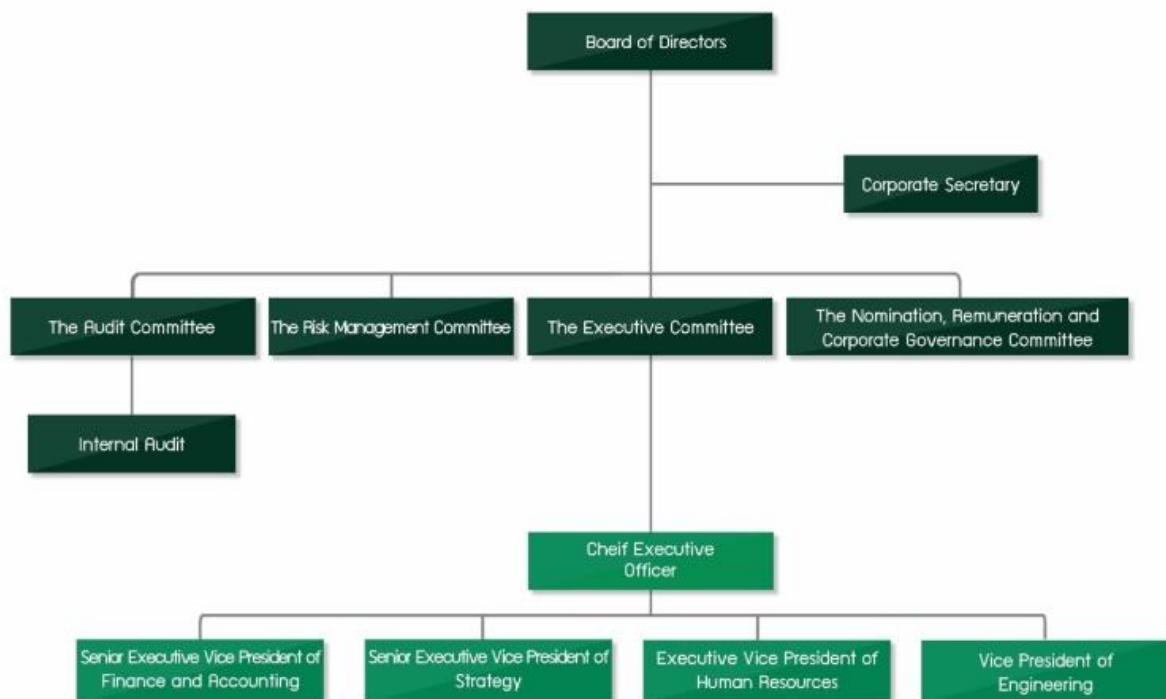
(***) Appointed after the fiscal year end of the reporting year

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

Organization structure of the highest-ranking executive and the : 31 Dec 2024

next four executives as of date

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



Management Structure

Remuneration policy for executive directors and executives

Directors' remuneration must be approved by shareholders, with a policy that includes the following criteria:

1. The Company's performance is comparable to the directors' remuneration of listed companies on the Stock Exchange of Thailand (SET) that operate similar businesses and are of similar size.
2. Experience, roles, responsibilities, and scope of responsibilities of each director.
3. The benefits that the company expects to receive from each director.

4. The determined remuneration must be sufficient to attract qualified directors with the necessary expertise and experience to meet the company's needs and circumstances.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	25,273,504.00	29,579,019.44	29,739,833.68

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the remuneration of senior management. The Board of Directors determines the remuneration of personnel. The company has a policy of determining remuneration by considering the nature of the work, position, responsibilities, experience, educational background, and abilities of employees, as well as the salary rates of other companies in the same industry.

The company has a fair and equitable recruitment and selection process for senior management and personnel, taking into account knowledge, abilities, skills, experience, and qualifications appropriate for each position to enhance the company's business potential.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	1,180,912.00	1,358,497.44	1,469,406.73

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Jutamas Singkeiaw	jutamas@scan-inter.com	0 2503 4116 ต่อ 401

List of the company secretary

General information	Email	Telephone number
1. Mrs. Pimwanitar Jaratpreedar	pimwanitar@scan-inter.com	0 2503 4116

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Thanat Kerdjaroen	thanat@kasadvisory.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Pimwanitar Jaratpreedar	pimwanitar@scan-inter.com	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Sukanya Onwongsa	sukanya@scan-inter.com	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	4,837,550.00	-	<p>1. Ms. PORNTHIP RIMDUSIT Email: pornthipr@kpmg.co.th License number: 5565</p> <p>2. Ms. THANYALUX KEADKAEW Email: tunyarats@kpmg.co.th License number: 8179</p> <p>3. Mr. NATTHAPHONG TANTICHATTANON Email: natthaphong@kpmg.co.th License number: 8829</p>

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

The Board of Directors places great importance on adhering to good corporate governance principles, which are considered a crucial foundation for sustainable business development and value creation. In addition to building investor confidence, leading to competitive business operations and strong performance, it also takes into account long-term impacts, conducts business ethically, respects the rights and responsibilities of shareholders and all stakeholders, benefits society, develops or reduces negative environmental impacts, adapts to changing factors, and mandates an annual review. This ensures alignment with the company's business direction and ensures that all directors, executives, and employees are aware of and adhere to these guidelines in their work.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. THANCHART KITPIPIT	Director	6 Sep 1988	Automotive, Energy & Utilities, Transportation & Logistics, Engineering, Corporate Social Responsibility
Mr. LITTEE KITPIPIT	Director	4 Oct 2012	Energy & Utilities, Marketing, Engineering, Project Management, Leadership
Ms. NARISSARA KITPIPIT	Director	4 Oct 2012	Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting
Mrs. KANNIKA NGAMSOPEE	Director	20 Dec 2016	Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance
Mrs. PIMWANITAR JARATPREEDAR	Director	9 Nov 2017	Accounting, Finance, Data Analysis, Risk Management, Internal Control
ACM VORACHAT THARECHAT	Director	4 Oct 2018	Law, Leadership
Mr. EKAJAI TIVUTANOND	Director	16 Jun 2020	Law, Sustainability, Change Management, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
Po.Lt.Gen. PRAYAD BOONSRI	Director	16 Jun 2020	Law, Corporate Social Responsibility, Human Resource Management, Change Management, Leadership

Selection of independent directors

Criteria for selecting independent directors

Director Selection Process

The Nomination, Remuneration, and Corporate Governance Committee is responsible for recruiting qualified individuals to serve as directors by presenting them to the Board of Directors for consideration before proposing them to the Annual General Meeting of Shareholders for election by a majority vote of the shareholders present and voting.

The company provides an opportunity for minority shareholders to participate in nominating qualified directors for consideration for election as directors.

The Nomination, Remuneration, and Corporate Governance Committee considers candidates for directorship from the Director Pool or professional directors from the Thai Institute of Directors Association (IOD).

The Nomination, Remuneration, and Corporate Governance Committee analyzes the skills, experience, knowledge, and expertise of the Board of Directors to use as information in considering the recruitment of directors to align with the company's business strategies.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

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

Number of directors from major shareholders

Number of directors from each group of major shareholders : 3
over the past year (persons)

Rights of minority shareholders on director appointment

The company allows shareholders to nominate individuals for consideration for appointment as directors in advance. This will help select qualified individuals to serve as directors of the company by specifying the nomination method through the company's website. www.scan-inter.com and announced the news through the Stock Exchange of Thailand's channels on November 29, 2023. The nomination period ends on December 31, 2023.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PISIT SEREWIWATTANA (Chairman of the Board of Directors)	Participating	Other <ul style="list-style-type: none"> • 2024: Managing ESG Risks for Sustainable Growth : 8 Game-Changing Considerations for Boards • 2024: Role of the Chairman Program (RCP) Class 58/2024 • 2024: The Board's Role in Mergers and Acquisitions Version 7/2567
2. Mr. THANCHART KITPIPIT (Director)	Non-participating	-
3. Mr. LITTEE KITPIPIT (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Executive Program in Strategic Trade and Development (Class 1) by the International Institute for Trade and Development (Public Organization)
4. Ms. NARISSARA KITPIPIT (Director)	Non-participating	-
5. Mrs. KANNIKA NGAMSOPEE (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: CG in the New Normal
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	Non-participating	-
7. ACM VORACHAT THARECHAT (Director)	Non-participating	-
8. Mr. EKAJAI TIVUTANOND (Director)	Non-participating	-
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director)	Non-participating	-
10. Mr. CHAMNARN WANGTAL (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company arranges for the performance evaluation of the Board of Directors and sub-committees at least once a year. This serves as a framework for monitoring the performance of the Board of Directors to ensure that, during the past year, the Board has performed its duties fully and appropriately within the scope of its authority and in accordance with good corporate governance principles. It also reflects and links the performance of the Board of Directors with the Company's operating results.

The evaluation results are presented to the Nomination, Remuneration, and Corporate Governance Committee for their consideration before presenting them to the Board of Directors for further consideration. The Nomination, Remuneration, and Corporate Governance Committee has established a board performance evaluation form and reviews it annually. The Company Secretary collects and compiles all board performance evaluation forms to prepare a report and submit it to the Board of Directors for consideration. The board performance evaluation covers the following aspects:

1. Board Structure and Characteristics
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Duties of Directors
5. Relationship with Management

6. Director Development and Executive Development

This is to allow the Board of Directors to review the performance, problems, and obstacles encountered during the past year as a guideline for improving the efficiency and development of the Board's work in the following years.

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

The Board of Directors has a policy to have the performance of individual directors and subcommittees evaluated at least once a year, which is conducted during December 2025 – January 2025 by assigning the Nomination, Remuneration and Corporate Governance Committee to review the evaluation forms every year. Each director jointly considers and evaluates the performance, problems, and obstacles during the past year to review the performance of the Board and subcommittees to be more effective.

The company secretary submits performance evaluation forms to each director, which cover the board's policies, board structure, and board practices, as well as the quality of meeting preparation and conduct, as guidelines for improving operations. All directors have the independence to complete the evaluation forms.

Evaluation criteria, calculated as a percentage of the total score for each item, are as follows:

- Excellent Score from 90 percent or more
- Very good Score from 80 percent or more
- Good Score from 70 percent or more
- Fair Score from 60 percent or more
- Should be improved Score less than 60 percent

Annual Performance Evaluation of the Board of Directors as a whole

The performance evaluation of the Board of Directors as a whole is divided into 6 assessment criteria:

1. Structure and Qualifications of Directors
2. Roles, Duties and Responsibilities of the Board of Directors
3. Board of Directors Meeting
4. Duties of Directors
5. Relationship with Management
6. Self-development of directors and executives

The assessment process is as follows:

1. Conduct an assessment of the effectiveness of the Board of Directors as a whole at least once a year.
2. The company secretary summarizes and presents the results of the performance evaluation of the Board of Directors to the Nomination, Remuneration and Corporate Governance Committee for consideration of the evaluation results and guidelines for developing and improving work efficiency.
3. The Nomination, Remuneration and Corporate Governance Committee presents the results and guidelines for developing and improving operational efficiency to the Board of Directors.

In 2024, the overall assessment results were rated as "Excellent" with an average score of 92%.

Annual Performance Evaluation of Subcommittees

The performance evaluation of each subcommittee is divided into 3 aspects:

1. Structure and Qualifications of Directors
2. Board of Directors Meeting
3. Roles, Duties and Responsibilities of the Board of Directors

The assessment process is as follows:

1. Conduct an assessment of the effectiveness of the Board of Directors' subcommittees as a whole at least once a year.
2. The company secretary summarizes and presents the results of the performance evaluation of the subcommittees to the Nomination, Remuneration and Corporate Governance Committee for consideration of the evaluation results and guidelines for developing and improving work efficiency.
3. The Nomination, Remuneration and Corporate Governance Committee proposes the results and guidelines for developing and improving the operating efficiency of the subcommittees to the Board of Directors.

In 2024, the overall performance evaluation of the subcommittees was rated as "Very Good" with an average score of 90%.

Annual Performance Evaluation of the Chief Executive Officer

For the performance evaluation of the Chief Executive Officer, it is the responsibility of the Chairman of the Board and the Board of Directors to consider and evaluate the performance according to the company's goals on an annual basis. The results of such evaluation are considered confidential personal information and cannot be disclosed.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 15
(times)

Date of AGM meeting : 29 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PISIT SEREWIWATTANA (Chairman of the Board of Directors, Independent director)	13	/	14	1	/	1	N/A	/	N/A
2. Mr. THANCHART KITPIPIT (Director)	14	/	14	1	/	1	N/A	/	N/A
3. Mr. LITTEE KITPIPIT (Director)	13	/	14	1	/	1	N/A	/	N/A
4. Ms. NARISSARA KITPIPIT (Director)	14	/	14	1	/	1	N/A	/	N/A
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)	14	/	14	1	/	1	N/A	/	N/A
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	14	/	14	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. ACM VORACHAT THARECHAT (Director, Independent director)	14	/	14	1	/	1	N/A	/	N/A
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)	14	/	14	1	/	1	N/A	/	N/A
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)	14	/	14	1	/	1	N/A	/	N/A
10. Mr. CHAMNARN WANGTAL (Director, Independent director)	8	/	8	1	/	1	N/A	/	N/A

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

(1) Mr. Chamnan Wangtan resigned from his position as Director of the Company on August 23, 1967, therefore, he was eligible to attend 8 shareholder meetings.

(2) The number of meetings attended includes attendance via electronic media.

Remuneration of the board of directors

Types of remuneration of the board of directors

The remuneration of the Board of Directors will be determined by considering the appropriateness of their duties, responsibilities, and comparability to companies in the same industry and of similar size. The remuneration should be able to motivate the Board of Directors to lead the organization to achieve its goals in both the short and long term and to fulfill their duties to achieve the determined goals and business direction. The process should be transparent and build confidence among shareholders.

The Nomination, Remuneration, and Corporate Governance Committee is responsible for leading and determining remuneration. They consider the necessary and appropriate remuneration, both monetary and non-monetary, for the Board of Directors, sub-committees, Chief Executive Officer, President, and senior management. This consideration is based on the remuneration policy, the results of the Board of Directors' remuneration survey conducted by the Stock Exchange of Thailand, and the Thai Institute of Directors Association.

For the remuneration of the Board of Directors and sub-committees, the Nomination, Remuneration, and Corporate Governance Committee will propose to the Board of Directors' meeting for approval and submit it to the Annual General Meeting of Shareholders for approval annually.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PISIT SEREWIWATTANA (Chairman of the Board of Directors)			390,000.00		N/A
Board of Directors	390,000.00	0.00	390,000.00	No	
2. Mr. THANCHART KITPIPIT (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
Nomination, Remuneration and Corporate Governance Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
3. Mr. LITTEE KITPIPIT (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
4. Ms. NARISSARA KITPIPIT (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
5. Mrs. KANNIKA NGAMSOPEE (Director)			449,500.00		N/A
Board of Directors	252,000.00	0.00	252,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	112,500.00	0.00	112,500.00	No	
Nomination, Remuneration and Corporate Governance Committee	60,000.00	0.00	60,000.00	No	
Risk Management Committee	25,000.00	0.00	25,000.00	No	
6. Mrs. PIMWANITAR JARATPREEDAR (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
Executive Committee	0.00	0.00	0.00	No	
7. ACM VORACHAT THARECHAT (Director)			367,000.00		N/A
Board of Directors	252,000.00	0.00	252,000.00	No	
Audit Committee	90,000.00	0.00	90,000.00	No	
Risk Management Committee	25,000.00	0.00	25,000.00	No	
8. Mr. EKAJAI TIVUTANOND (Director)			407,000.00		N/A
Board of Directors	252,000.00	0.00	252,000.00	No	
Audit Committee	90,000.00	0.00	90,000.00	No	
Nomination, Remuneration and Corporate Governance Committee	40,000.00	0.00	40,000.00	No	
Risk Management Committee	25,000.00	0.00	25,000.00	No	
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director)			252,000.00		N/A
Board of Directors	252,000.00	0.00	252,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
10. Ms. Kanjana Kongchaisub (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
11. Mr. CHAMNARN WANGTAL (Director)			216,000.00		N/A
Board of Directors	144,000.00	0.00	144,000.00	No	
Audit Committee	72,000.00	0.00	72,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,542,000.00	0.00	1,542,000.00
2. Audit Committee	364,500.00	0.00	364,500.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination, Remuneration and Corporate Governance Committee	100,000.00	0.00	100,000.00
5. Risk Management Committee	75,000.00	0.00	75,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	2,081,500.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	2,081,500.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results

The Board of Directors has established a policy for overseeing the operations of subsidiaries and associated companies as mentioned above. The Board of Directors has continuously and closely monitored and adhered to this policy by considering the appointment of representatives to serve as directors in subsidiaries and/or associated companies in accordance with the shareholding structure. The Board of Directors has assigned the Executive Committee to consider and select qualified individuals who meet the criteria. These representative directors are required to report the progress of each company to the Board of Directors at every board meeting to jointly formulate important business policies.

Currently, there are directors and executives holding positions as directors in subsidiaries and associated companies, as detailed in Appendix 2. This structure enables subsidiaries and associated companies to operate in accordance with their objectives. Furthermore, the Company requires appointed individuals to ensure that subsidiaries and associated companies comply with and disclose material information in accordance with relevant regulations, similar to the principles followed by the Company. These regulations include those related to connected transactions, acquisition or disposal of assets, and other significant transactions. Additionally, these individuals must oversee data management and accounting practices within subsidiaries and associated companies to facilitate timely audits and financial statement consolidation by the Company. This includes utilizing the same auditor, KPMG Phoomchai Audit Limited.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders' agreement)

The company does not have a shareholders' agreement with other shareholders regarding the management of subsidiaries and associated companies. Management is conducted in accordance with the normal shareholding proportions.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Conflict of Interest Prevention

The Board has established a policy for directors and executives to report their interests for the first time upon assuming their positions and to report any changes in information according to the interest reporting form prescribed by the Board of Directors, which is divided into 4 parts as follows:

Part 1 Report of Interests in the Management of the Company and Subsidiaries (Securities and Exchange Act B.E. 2535, Section 89/14 and the Notification of the Capital Market Supervisory Board Tor Chor. 2/2555)

Part 2 Report of direct or indirect interests arising from any contracts entered into by Scan Inter Public Company Limited (Public Company Act B.E. 2535, Section 88(1))

Part 3 Report on securities holding of directors, including related persons / close relatives, in Scan Inter Public Company Limited (Public Company Act B.E. 2535, Section 88(2))

Part 4 Report on shareholding of directors / executives, including related persons / close relatives, in other juristic persons.

This is to enable the Company to have information to comply with the regulations on connected transactions. The Office of the Company Secretary will forward a copy of the report to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the Company receives the report.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

The Company has a policy of overseeing the use of inside information, as stipulated in the business ethics that must be practiced towards the Company and shareholders. It is also stipulated in the business conduct to ensure that the directors, executives, and employees perform their duties with honesty, responsibility, discipline, and good consciousness for the common good and for themselves. They shall not use their positions to seek benefits for themselves and/or others improperly, use the Company's benefits and assets for their own benefit and/or others, and are prohibited from supporting others to compete with the Company.

The Company has monitored and ensured that the directors or executives do not use the Company's inside information for personal gain, including trading in securities, especially during the 1 month period before the financial statements are released to the public. The Board of Directors has assigned the Company Secretary to notify the period of securities trading of the Company (Blackout Period) and reiterate disciplinary penalties to all directors, executives, and employees of the Company in every round of financial statement issuance.

In 2024, the Office of the Company Secretary has sent an email to relevant persons informing them of the Company's securities trading blackout period. No directors, executives, or relevant employees were found to have traded in securities during the period prohibited by the Company.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines

The Company prohibits all forms of corruption by directors, management, employees, and third parties associated with the Company, subsidiaries, and controlled companies, whether by offering, promising, requesting, demanding, giving or receiving bribes, or engaging in any conduct that constitutes corruption, both directly and indirectly, covering all businesses and transactions in all countries and all relevant units. Directors, management, employees, and third parties associated with the Company, subsidiaries, and controlled companies must comply with this policy. The Board of Directors reviews the appropriateness of this policy annually.

In 2024, the Risk Management Committee assessed the risks of all units of the Company and its subsidiaries, including associated companies, and reviewed the risk register to identify risks that may be related to corruption separately from other risks. The risks were reported to the Board of Directors, with the Quality Control Department overseeing compliance with the risk assessment report.

The Company signed a Memorandum of Understanding to participate in the "Collective Action Coalition Against Corruption in Thailand" or Private Sector Collective Active Coalition Against Corruption (CAC) in July 2017 and received a certificate as a member of the Collective Action Coalition Against Corruption in Thailand on November 21, 2017. However, in 2024, the Company renewed its certificate of membership. The Audit Committee approved the review of the adequacy of all processes. The CAC meeting resolved to renew the certification of "Scan Inter Public Company Limited" as a member of the Collective Action Coalition Against Corruption in Thailand. The certification will be valid for 3 years from the date of the resolution on March 31, 2024, and will expire on March 30, 2027.

To ensure understanding and proper anti-corruption practices, the Company provides training on policies and practices through orientation for new employees and directors. In 2024, the Company conducted 12 anti-corruption training sessions through new employee orientation. In addition, the Company has developed manuals and disseminated practices through all company channels, including the website, bulletin boards, email, employee handbooks, and others, to ensure that the Board of Directors, management, employees, and third parties involved with the Company, subsidiaries, or controlled companies are fully informed.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

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

The company provides channels and procedures for complaints and whistleblowing that all stakeholders can use to report or complain to the Audit Committee, which has been assigned by the Board of Directors to receive reports and conduct investigations. This covers receiving complaints, verifying facts, and concluding results, including protecting whistleblowers and related individuals. This is to acknowledge complaints, comments, or suggestions from stakeholders who have been affected or are at risk of being affected by the company's business operations or from the performance of duties by the board of directors, executives, and employees regarding illegal acts. This includes conduct that may indicate fraud related to the organization, directly or indirectly, such as encountering individuals within the organization offering/accepting bribes, officials of government agencies, or private organizations. Actions that violate company regulations or affect the company's internal control system, leading to suspicion that it may be a channel for fraud and corruption. Actions that cause damage to the company, affect the company's reputation, including illegal acts, immoral acts, and violations of the company's code of ethics. When a whistleblowing report is made, the Audit Committee shall report it to the Board of Directors.

Whistleblowing Channels

- By mail Chairman of the Audit Committee
Scan Inter Public Company Limited

355 Bond Street, Bang Phut Subdistrict

Pak Kret District, Nonthaburi 11120

2. By email anticorruption@scan-inter.com

3. By phone 02-503-4116-21 or 02-921-9937-9

4. Website www.sacn-inter.com

In 2024, there were no complaints or violations of policies and practices, including cases of corruption or ethical misconduct. There were also no cases of non-executive directors or independent directors resigning due to corporate governance issues, and no cases related to or causing negative publicity for the company due to the failure of the Board of Directors' oversight functions.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mrs. KANNIKA NGAMSOPEE (Chairman of the audit committee)	5	/	5
2 ACM VORACHAT THARECHAT (Member of the audit committee)	5	/	5
3 Mr. EKAJAI TIVUTANOND (Member of the audit committee)	5	/	5
4 Mr. CHAMNARN WANGTAL (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

The Audit Committee has been performing their tasks assigned by the Board of Directors independently and complying with the Audit Committee Charter. The Committee focused on financial statement audit, corporate governance audit, risk management system, and internal audit, including reviewing the Company's compliance with the law on Securities and Exchange under the scope of duties and responsibilities of the Audit Committee by emphasizing compliance with good corporate governance principles. In 2024, the Audit Committee addressed the following matters:

1. Audited and approved financial reports, quarterly financial statement and annual financial statement with the auditors' opinion and suggestions into consideration to ensure compliance with valid account principles before presenting the audit results to the Board of Directors for approval.
2. Followed up and provided comments on the compliance with the Corporate Governance Code to ensure transparency and auditability, and to promote continuous corporate governance improvement process.
3. The Audit Committee audited important information disclosure, connected transactions, and related party

transactions that may involve conflict of interest to ensure that the Company has proceeded with normal business conditions and complied with the SET's law.

4. Performed audit to ensure the Company's internal audit systems are appropriate, transparent, and efficient. The performance of Dharmniti Internal Audit Company Limited, who served as the Company's internal auditor in 2024, was monitored. Their performance was independent and efficient. They monitored and improved the Company and subsidiaries' operations and provided opinions on internal control.
5. The Audit Committee held a meeting with the Company's auditors without the management. The meeting was held in addition to the regular meeting.
6. Selected, appointed, and nominated the auditor for 2024, KPMG Phoomchai Audit Company Limited, that was approved by the SEC.
7. Selected, appointed, and nominated the internal auditor for 2024, Dharmniti Internal Audit Company Limited.
8. Review the Audit Committee Charter and ensure it corresponds with the SEC and the SET's principles and regulations and the corporate governance policies, to gain confidence from shareholders, partners, clients, and stakeholders, that the Company's operations were following the regulations and that the Company adhered to the appropriate code of conduct and maintained an efficient internal control system.

The Audit Committee monitored the operation in 2024 as per the duties and responsibilities assigned, with knowledge, competency, care, and independence, and gave priority to the transparency and appropriateness of the internal control system. No significant issue that could affect the internal control efficiency and risk management was discovered. The Audit Committee agreed that the information disclosure in the financial reports was adequate and in compliance with widely accepted accounting principles and relevant business law. The findings have been reported to the Board of Directors.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 13

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. THANCHART KITPIPIT (Chairman of the executive committee)	13	/	13
2 Mr. LITTEE KITPIPIT (Member of the executive committee)	13	/	13
3 Ms. NARISSARA KITPIPIT (Member of the executive committee)	13	/	13
4 Mrs. PIMWANITAR JARATPREEDAR (Member of the executive committee)	13	/	13
5 Ms. Kanjana Kongchaisub (Member of the executive committee)	13	/	13

The results of duty performance of Executive Committee

The Executive Committee is responsible for considering and determining the missions, visions, policies, strategies, objectives, business plans, and budgets of the company and its subsidiaries for proposing to the Board of Directors for approval. It oversees the management to operate the business according to the defined plan effectively and efficiently. It considers allocating the annual budget as proposed by the management before presenting it to the Board of Directors. It also considers the company's profit and loss and proposes interim dividends or annual dividends to the Board of Directors.

Meeting attendance Nomination, Remuneration and Corporate Governance Committee

Meeting Nomination, Remuneration and : 4
Corporate Governance Committee (times)

List of Directors	Meeting attendance Nomination, Remuneration and Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. KANNIKA NGAMSOPEE (The chairman of the subcommittee)	4	/	4
2 Mr. EKAJAI TIVUTANOND (Member of the subcommittee)	4	/	4
3 Mr. THANCHART KITPIPIT (Member of the subcommittee)	4	/	4

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

The Nomination, Remuneration, Corporate Governance and Sustainability Committee has four key responsibilities:

Recruitment Considers the structure, size, and composition of the Board of Directors to be appropriate for the business organization and environment. Establishes procedures and criteria for the recruitment of directors, the Chief Executive Officer, and senior executives. It also considers, selects, and screens qualified candidates for submission to the Board of Directors and/or the Shareholders' Meeting for approval.

Compensation Setting Establishes policies and criteria for determining appropriate and fair compensation, both monetary and non-monetary, for directors, the Chief Executive Officer, and senior executives, for submission to the Board of Directors and/or the Shareholders' Meeting for approval.

Corporate Governance Proposes good corporate governance practices, oversees sustainable reporting in environmental, social, and governance (ESG) aspects, and reports on good corporate governance practices to the Board of Directors. Oversees the performance of the Board of Directors, sub-committees, and management to ensure compliance with good corporate governance principles, ethics, and business conduct. It also reviews the company's good corporate governance practices for regular updates.

Director and Executive Development Develops training plans related to the duties of directors and develops succession plans for the Chief Executive Officer and senior executives to prepare potential individuals to succeed in the event of retirement, resignation, or inability to perform the duties of the Chief Executive Officer or senior executives.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. KANNIKA NGAMSOPEE (Member of the subcommittee)	2	/	2

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
2 ACM VORACHAT THARECHAT (Member of the subcommittee)	2	/	2
3 Mr. EKAJAI TIVUTANOND (Member of the subcommittee)	2	/	2
4 Mr. THANCHART KITPIPIT (Member of the subcommittee)	2	/	2
5 Mr. LITTEE KITPIPIT (Member of the subcommittee)	2	/	2
6 Ms. NARISSARA KITPIPIT (The chairman of the subcommittee)	2	/	2

The results of duty performance of Risk Management Committee

The Risk Management Committee is responsible for considering and filtering the company's overall risk management policies and guidelines, covering various significant risks. This includes assessing, monitoring, and reviewing the adequacy of risk management policies and systems, including the effectiveness of the system and compliance with established policies. The committee then presents these findings to the Board of Directors for approval. They also report on risk assessment results, operational supervision, control measure implementation, and/or designated risk management to the Board of Directors regularly for their acknowledgment. In cases of critical issues that could significantly impact the company's financial status and operations, the Risk Management Committee will promptly report to the Board of Directors to consider risk management and control measures.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Scan Inter Public Company Limited operates its business under the sustainable development approach, with a sustainability management policy that references the Sustainability Reporting Guidelines for Listed Companies of the Stock Exchange of Thailand, covering all 3 dimensions: social, environmental and governance and economic.

Reference link for sustainability policy : https://scan-inter.com/EN/FrmCSR_EN.aspx

Sustainability management goals

Does the company set sustainability management goals : Yes

By 2023, the company has considered the Sustainable Development Goals (SDGs) and operates a total of 7 important goals (added 5,9,13) and refers to the (Business Plan) SDG Contribution

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

Scan Inter Public Company Limited continuously prioritizes all stakeholders throughout its operations. The company implements sustainable management practices across its entire value chain, from upstream to downstream, to meet the needs and expectations of all stakeholder groups. This approach also fosters strong relationships between the company and its stakeholders.

Business Value Chain

The company is committed to sustainable management practices throughout its entire value chain, from upstream to downstream, to cultivate strong relationships and fulfill the needs and expectations of all stakeholders within its value chain.

To achieve its business objectives, the company conducts annual stakeholder analyses. This involves providing opportunities for stakeholders to express their opinions and suggestions, which are then used to align operations with stakeholder expectations and promote corporate sustainability. In 2023, the company identified six stakeholder groups: investors, employees, customers, business partners, competitors, and the community.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> Investors or investment institutions 	<ul style="list-style-type: none"> Committed to maximizing investor satisfaction Treating investors fairly to protect their interests 	<ul style="list-style-type: none"> Continuously pay appropriate returns Operate in accordance with the principles of good governance and refrain from violating or infringing upon the rights of investors 	<ul style="list-style-type: none"> Annual General Meeting (AGM) Others <ul style="list-style-type: none"> The registered company met with investors.
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Seek ways to effectively and efficiently meet customer needs Strictly adhere to customer terms and agreements Maintain good and lasting relationships with customers and maintain customer confidentiality 	<ul style="list-style-type: none"> Continuously improve and enhance product and service standards to ensure customers receive high-quality, safe, and reasonably priced goods and services that meet established standards. Refrain from using exaggerated advertising that misleads customers regarding product quality or conditions. Provide customers with accurate, sufficient, and timely information. 	<ul style="list-style-type: none"> Online Communication Others <ul style="list-style-type: none"> Scheduled Customer Visits
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Treat business partners fairly and with respect. Operate with the best interests of both the company and its partners in mind. 	<ul style="list-style-type: none"> Conduct business with honesty and integrity. Strictly adhere to the agreed-upon terms and conditions. In the event that the terms and conditions cannot be met, prompt notification will be made for rectification. 	<ul style="list-style-type: none"> Online Communication Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Competitors 	Treat trading partners fairly.	Operating within the framework of agreements and laws regarding fair competition practices, including refraining from seeking confidential information about competitors, obstructing business competition, and damaging the reputation of competitors.	<ul style="list-style-type: none"> Press Release Training / Seminar
<ul style="list-style-type: none"> Society 	<ul style="list-style-type: none"> Engage with community feedback. Support community activities. 	<ul style="list-style-type: none"> Operate by considering the impact on society and surrounding communities. Create participation between the company and the community for sustainability. 	<ul style="list-style-type: none"> Social Event Complaint Reception
<ul style="list-style-type: none"> Employees 	<ul style="list-style-type: none"> Providing competitive compensation and benefits to all employees Fostering employee development Prioritizing and ensuring safety in the workplace 	<ul style="list-style-type: none"> Establish a provident fund, health insurance, and ensure a safe working environment. Provide employee training and support tuition fees for employees pursuing master's and doctoral degrees. 	<ul style="list-style-type: none"> Internal Meeting Employee Engagement Survey Satisfaction Survey

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : Other : ESG Metrics
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management under the changes that affect the Company's business, the Group, or the Company's stakeholders, both from internal and external factors. Risk management is an important component of every process in conducting business and must be interconnected at all levels. Therefore, the Risk Management Committee has been established to formulate risk management policies to cover the entire organization, as well as to oversee the risk management system or process to control risks and mitigate the impact of risks on the Company's business. The key responsibilities are to identify risks related to the Company's business operations, define preventive measures, and closely monitor them as follows:

1. Establish a risk management process that complies with good international practices to ensure effective risk management, development, and implementation of risk management practices throughout the organization in the same direction.
2. Encourage personnel in all relevant departments/divisions of the organization to participate in analyzing, inspecting, and assessing risks and their potential impacts on the organization regularly. Moreover, they should jointly plan for prevention and control measures appropriate to their missions to reduce problems or avoid risks that may cause damage or loss to the organization effectively and efficiently.
3. Risks that affect the achievement of the Company's objectives or goals must be addressed as follows:
 - Identify risk issues in a timely manner.
 - Assess the likelihood and severity of the impact of the risk if such an event occurs.
 - Manage risks in accordance with the Company's risk management manual.
 - Monitor to ensure that such risks of the Company are at an acceptable level and are properly managed.
4. Significant risks that may affect the Company's business plan and strategies, with a high risk level, must be reported to the Executive Committee, the Risk Management Committee, and the Board of Directors.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Business risks related to natural gas associated with dependence on major customers.

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

ESG risks : Yes

Risk characteristics

The company operates a natural gas business with one major customer, PTT, which is the sole distributor of NGV in the country. This may affect revenue if PTT does not appoint the company.

Risk-related consequences

If PTT no longer hires companies in the natural gas-related businesses, it will significantly reduce the company's revenue and profits.

Risk management measures

The Company has strictly complied with the hiring contract, delivering quality work and services and highly efficient operations. As a result, the Company has been continuously hired by PTT until the present. The Company and PTT have been good partners, conducting business together for over 25 years, and there has never been an incident that led to the termination of the Company. However, the Company recognizes this risk and has expanded its customer base to include new private companies. The Company has continuously increased its bidding for private EPC projects both domestically and internationally, especially in Southeast Asia. The Company has also enhanced its EPC service capabilities in other

businesses, such as industrial liquefied natural gas (iLNG), other industrial gases such as liquid nitrogen (LIN) and liquid carbon dioxide (LCO2), all three types of solar power plants (Solar Rooftop, Solar Farm, and Solar Floating), and construction contracts in hydrogen (H2) projects. The Company also plans to expand its business base to include other energy sources to mitigate risks and cope with the rapidly changing energy market.

Risk 2 Risks from NGV price policy changes

Related risk topics : Strategic Risk
• Government policy
ESG risks : Yes

Risk characteristics

The company operates a business related to natural gas, and its operating results are directly related to the price of NGV. The price of NGV is determined by the government and has been increasing continuously. In 2024, the highest price was 19.59 baht per kilogram. General NGV users will not receive assistance and must purchase NGV at market prices. The price of NGV in the "PTT Public Transport Card Privilege Project" remains fixed at 15.59 baht per kilogram.

Risk-related consequences

In the event of an NGV price increase, it will affect the NGV refueling and natural gas vehicle service station businesses. This means that even though revenue increases, the profit margin relative to revenue decreases. This is because the company's revenue and cost per kilogram of NGV increase as stipulated in the service station agreement with PTT.

Risk management measures

The company and its executives have managed this risk by closely monitoring news, policies of the government, the Ministry of Energy, the Ministry of Industry, the Energy Regulatory Commission, the Department of Land Transport, PTT, and other related agencies. This includes inquiries with operators, vendors, customers, and various internal sources to prepare and plan for changes in advance. However, the company's profit was not affected as it is a fixed profit under the contract with PTT.

Risk 3 Risks from the price difference between oil and natural gas

Related risk topics : Strategic Risk
• Government policy
• Policies or international agreements related to business operations
ESG risks : Yes

Risk characteristics

NGV price movements, in addition to being dependent on global oil and gas prices, are also influenced by government policies such as diesel subsidies or other energy and natural gas policies. These factors contribute to the price difference between oil and natural gas.

Risk-related consequences

This has resulted in a decrease in public incentives to use NGV, coupled with the increasing role of electric vehicles. As a clean energy source with a lower unit price than NGV and oil, it provides more options for the public. Consequently, NGV refueling businesses, NGV transportation, and the volume of NGV sales for vehicles at service stations have declined, directly impacting the company's revenue growth.

Risk management measures

The company has analyzed and forecasted that the prices of oil and NGV will move in the same direction in the long term. If crude oil prices increase/decrease, gasoline and diesel prices will increase/decrease immediately, which is based on crude oil prices. Including NGV prices will also increase/decrease accordingly. However, it will decrease at a slower rate than crude oil prices in the long term, thus not causing a significant difference between oil and natural gas prices. Moreover, the company still has a customer base that continues to use NGV as fuel, especially industrial customers and truck and transportation users. If these customer groups turn to other alternative energy sources, there will need to be further long-term planning to cope with the changing situation.

Risk 4 Natural gas shortage risks

Related risk topics : Operational Risk
• Shortage or fluctuation in pricing of raw materials or productive resources
ESG risks : No

Risk characteristics

Businesses related to natural gas rely on natural gas as their primary raw material. If there is a shortage of natural gas for any reason, such as PTT having problems procuring natural gas or damage to the natural gas pipeline system, these factors could pose risks or damage to the company.

Risk-related consequences

The company's revenue has decreased.

Risk management measures

The measures to mitigate such risks include monitoring the natural gas supply situation, as well as closely coordinating with seller and buyer groups to formulate an effective long-term natural gas procurement plan and find solutions in case of a crisis. This includes strategic and marketing planning to prepare for and increase business expansion opportunities in response to changing circumstances.

Risk 5 Risk of Liability for Accepting Work Results

Related risk topics	:	<u>Operational Risk</u>
		• Loss or damage from non-compliance of partners or counterparties
		<u>Compliance Risk</u>
		• Legal risk
ESG risks	:	Yes

Risk characteristics

In the business of design, contracting, installation, and maintenance of gas equipment, both NGV and natural gas systems for industrial use, the components used by the company must meet production standards and standards from relevant agencies. This is because they are used in high-pressure environments. Moreover, NGV is flammable, and if equipment malfunctions, it can cause severe damage to equipment, machinery, and employees or customers.

Risk-related consequences

The company must guarantee the work for a period of 1 year from the date of delivery.

Risk management measures

However, the equipment parts manufacturers provide a 1-year warranty on the equipment parts from the date of equipment delivery. The company also calculates the probability of equipment parts damage when pricing services for customers. In addition, the company has set aside reserves for losses from warranty work in the NGV equipment design, contracting, installation, and maintenance business, and natural gas systems for industries to prevent impacts on normal operations. In 2024, the company has no lawsuits filed or pending in court regarding damages from the company's warranty work.

Risk 6 The risk of unrest in Myanmar has prevented the company from proceeding with the construction of the Minbu Solar Power Plant, Phases 2-4, as scheduled.

Related risk topics	:	<u>Operational Risk</u>
		• Delays in the development of future projects
ESG risks	:	No

Risk characteristics

The Minbu Solar Power Plant Project in Myanmar officially commenced commercial operation (COD) for Phase 1 on September 27, 2018. For Phases 2, 3, and 4, the company has not been able to proceed with construction as planned due to the unrest in Myanmar, which has prevented businesses in various sectors from operating as scheduled.

Risk-related consequences

causing the Company to be impacted and unable to commercially distribute electricity (COD) as scheduled, which will affect the Company's projected revenue share.

Risk management measures

The company views the unrest in Myanmar as an unforeseen circumstance, causing the COD schedule for the Minbu Solar Power Plant Project, Phases 2, 3, and 4 to be postponed indefinitely. Furthermore, if the project experiences delays due to force majeure, the company believes that with its good relationship with the Myanmar government, there is an opportunity to extend the Commercial Operation Date (COD). Therefore, the impact of such risk is considered low. Since the commencement of commercial operation (COD) of Phase 1, the project has received electricity payments from Myanmar on a monthly basis as per the agreement, without delay. Additionally, the construction of the main infrastructure, including the shared substation for the entire project (Phases 1-4), has been completed and is operational since the start of Phase 1 construction. Consequently, the construction of Phases 2-4 will require less time compared to the previous Phase 1.

Risk 7 Risks in Private Power Purchase Agreements for Solar Energy (P-PPA)

Related risk topics : [Operational Risk](#)

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

ESG risks : No

Risk characteristics

The ability of the electricity buyer to operate, as financial problems, business closure, or bankruptcy of the electricity buyer may result in the Company being unable to sell electricity as estimated, which may affect the Company's cash flow, revenue, and operating results.

Risk-related consequences

- Revenue from electricity sales under the agreement may decrease if the electricity buyer is unable to comply with the agreement.
- May require time and costs to find new buyers or adjust the business model to suit the situation.
- May affect the return on investment (ROI) and the long-term value of the project.

Risk management measures

The company has implemented proactive measures to mitigate risks associated with private power purchase agreements, as follows:

1. Rigorous Electricity Buyer Selection

- Conduct due diligence on the financial status of electricity buyers before investing, considering historical performance, financial statements, cash flow, business growth trends, and industry outlook.
- Consider the business stability of the buyer and select to contract with organizations that have a high potential for long-term business operations.

2. Employ Robust Contract Structures (Risk Mitigation Contracting)

- Establish contractual terms to mitigate risks from payment defaults or business closures.
- Consider using financial collateral or Bank Guarantees where appropriate.
- Specify conditions for contract termination or transfer of rights to new buyers in the event of unforeseen circumstances.

3. Risk Diversification through Customer Base Diversification

- Do not rely too heavily on any single electricity buyer, but diversify investments across different industries and business groups.
- Focus on contracting with large companies, government agencies, and industrial estates with high stability.

4. Proactive Risk Monitoring and Management

- Implement a Monitoring & Evaluation system to continuously monitor the financial status of electricity buyers.
- If risk signals are detected, such as declining revenue, increasing debt, or changing industry trends, the company will consider proactive risk mitigation measures.

5. Explore Additional Risk Management Options

- Explore the feasibility of using Insurance or Credit Guarantee to mitigate the risk of default by electricity buyers.
- Expand investments in highly secure projects, such as projects supported by the government or international organizations.

Risk 8 Current practices that may pose environmental risks

Related risk topics : [Operational Risk](#)

- Impact on the environment

ESG risks : Yes

Risk characteristics

As the company and its group of companies conduct businesses related to renewable energy, including contracting for the construction of solar power generation systems, natural gas systems, manufacturing of natural gas-related equipment, transportation, natural gas and oil service stations, and various services, there is a risk of generating waste such as scrap metal, construction debris, etc., which must be disposed of; otherwise, it may affect the community and the environment.

Risk-related consequences

Risk of penalties for violating environmental laws. If the company causes environmental problems, such as improper waste disposal as required by law, it may lead to complaints or lawsuits from stakeholders in the community.

Risk management measures

The company is committed to sustainable business practices by focusing on effective environmental management. The company has a policy for all departments to strictly comply with environmental laws. In cases of hazardous chemical use, the company will obtain permits and register with relevant agencies every time. The company also conducts annual environmental monitoring in the workplace as required by law to promote the development of products and services, as well as various operations, to utilize resources efficiently and minimize environmental impact.

Risk 9 Current situations that may pose occupational health and safety risks

Related risk topics : Operational Risk
• Safety, occupational health, and working environment
ESG risks : Yes

Risk characteristics

As the company and its subsidiaries operate businesses that require personnel to work in areas that may pose occupational health and safety risks, such as construction sites, hazardous materials transportation, service stations, service areas in natural gas stations, solar power plants, etc.

Risk-related consequences

The risk of property damage to both the company and stakeholders, and the danger that could result in minor injuries, serious injuries, or even death of company personnel.

Risk management measures

The company has an occupational health and safety management system, ISO 45001: 2018, and has established an occupational health and safety policy for all personnel to strictly adhere to. In addition, the company provides training courses on safety at work, basic fire extinguisher training, fire evacuation drills, and emergency drills in each area. All personnel are required to participate in these activities to prepare for and respond promptly to occupational health and safety emergencies.

Risk 10 Current circumstances that may lead to corruption risks.

Related risk topics : Operational Risk
• Corruption
ESG risks : Yes

Risk characteristics

As the company has business transactions with stakeholders, both internal and external, such as procurement, service provision, bid participation, etc., which may lead to corruption.

Risk-related consequences

If fraud and corruption occur to stakeholders, both internal and external, it will cause damage to the company's assets. It also causes the company to lose its reputation if such actions violate the prescribed laws or regulations.

Risk management measures

The company has established an anti-corruption policy and conducts business with ethical governance. We are committed to strictly adhering to the company's code of conduct. The company has a zero-tolerance policy towards bribery and any form of corruption and is not involved in such activities.

Risk 11 Potential risks arising from climate change

Related risk topics : Operational Risk
• Climate change and disasters
ESG risks : Yes

Risk characteristics

Due to the increasingly severe climate change resulting from natural disasters and pollution from combustion engines and various materials from industrial, agricultural, and household sectors, the government is promoting and driving policies to reduce carbon emissions. By setting a goal of net-zero carbon emissions (Net Zero) and following the trend towards a "Green Economy," the "automotive industry" is transitioning from "fuel-powered combustion engine vehicles" to "electric vehicles." This shift is supported by the government, encouraging the public to adopt clean and environmentally friendly energy sources.

Risk-related consequences

Government support has led entrepreneurs to become more interested in the renewable energy business, increasing business competition. This could pose a risk to the existing customer base and new customer groups. Furthermore, the rising price of natural gas has caused the public to turn to electric vehicles, which are more convenient and environmentally friendly. This could potentially impact the revenue of natural gas station businesses.

Risk management measures

- Business plans and organizational strategies have been adjusted to align with changing government policies.
- Marketing incentives have been increased to attract new customer groups and retain existing customers.
- Innovation has been developed to create new products to meet market demands, such as EV Stations to accommodate customers who are switching to electric vehicles.

Risk 12 Risks in the Distribution of Materials and Equipment Related to the Wind Energy Business

Related risk topics : Strategic Risk
• Competition risk
ESG risks : No

Risk characteristics

Scan Inter Public Company Limited operates a business distributing materials and equipment related to the renewable energy business, especially equipment used in solar power generation systems such as solar panels, inverters, installation equipment, and Energy Management Systems (EMS). The company may face the following significant risks:

1. Fluctuations in costs and prices of materials and equipment.

- Prices of solar cells and renewable energy equipment may be affected by fluctuating raw material costs, such as silicon, copper, and aluminum prices.
- Foreign exchange rates, as most equipment is imported.
- Tax policies and trade barriers that may affect imports and product prices.

2. Supply chain risks and equipment shortages.

- Delays in product delivery from suppliers.
- Logistics and international transportation issues.
- Semiconductor shortages or shortages of key raw materials in inverter production.

3. Volatility of supply and demand in the renewable energy market.

- Market competition and price pressure.
- The renewable energy industry is highly competitive with numerous suppliers in the market.
- Customers negotiate high prices, and having choices from multiple manufacturers reduces profits.
- The emergence of new technologies may cause some equipment to become obsolete faster.
- Product quality standards and certifications.

4. Government policy and legal risks.

- Changes in government regulations or policies regarding renewable energy may affect the import, installation, or distribution of equipment.
- Changes in the Tariff Structure may affect the demand for investment in renewable energy.

Risk-related consequences

- Increased costs of goods may reduce profits if selling prices cannot be adjusted in a timely manner.
- Product shortages may cause delivery delays and loss of business opportunities.
- Competitive pressure may lead to price reductions, affecting gross profit margins.
- Standards and certification costs can burden the company if additional equipment testing is required.

Risk management measures

1. Equipment Cost and Price Management

- Develop an exchange rate risk management plan to mitigate the impact of currency fluctuations.
- Establish long-term supply agreements with reliable suppliers.
- Study the price trends of key materials, such as silicon and copper, to mitigate risks from volatile costs.

2. Supply Chain and Equipment Procurement Management

- Source from multiple suppliers to reduce reliance on a single supplier.
- Implement a stock buffer to accommodate delays in equipment imports.

3. Customer Base Development and Expansion

- Focus on selling equipment to large-scale project customers (B2B) to reduce competitive price pressure in the B2C market.
- Offer a total solution package, including installation and after-sales service.

- Maintain relationships with key customers and differentiate through value-added services.

Risk 13 Risks in the solar power system inspection and maintenance service business

Related risk topics	: <u>Operational Risk</u>
	• Safety, occupational health, and working environment
	<u>Financial Risk</u>
	• Fluctuation in return on assets or investment
ESG risks	: Yes

Risk characteristics

The solar power generation system monitoring and maintenance (Operation & Maintenance - O&M) business involves maintaining electrical equipment, solar panels, and energy control systems to ensure efficient power generation throughout their lifespan. However, this business faces significant risks, including:

1. Risks to personnel safety and accidents at work

- Working in high-voltage electrical systems and climbing to maintain solar panels on rooftops (Solar Rooftop) poses risks of electrical accidents, falls from heights, and heat from the sun.
- Damage to electrical equipment and the power grid may occur if repairs and maintenance are not up to standard.

2. Risks related to system performance and customer expectations

- If maintenance cannot maintain the system's performance as per the Performance Guarantee, it may affect customer confidence.
- Problems with the quality of solar panels that deteriorate faster than expected or inverter failures can affect the amount of energy produced.

3. Risks of delays in maintenance and service provision

- In the event of a malfunction that cannot be repaired within the specified timeframe, customers may lose revenue from power generation.
- A shortage of spare parts or critical components, such as inverters or PV modules, can cause delays in repairs.

4. Risks related to costs and profit margins of the O&M business

- If maintenance costs are higher or team management expenses are more than expected, profits may decrease.
- Performance Ratio Guarantee may cause the company to be liable for additional costs if the system cannot operate as agreed.

Risk-related consequences

- Higher maintenance costs may arise if technical problems occur or equipment deteriorates faster than expected.
- Delays in service provision may cause customers to lose opportunities in electricity generation and affect business relationships.
- Damage to equipment or accidents may result in additional costs and legal risks.
- Failure to maintain service quality may result in customer loss and missed business opportunities.

Risk management measures

- Enhancing safety standards in operations.
 - Comply with ISO 45001, NFPA 70E safety standards, and electrical safety standards.
 - Provide training and skill testing for the O&M team periodically.
 - Provide personal protective equipment (PPE) and modern safety equipment.
- Using technology to reduce maintenance risks.
 - Use Remote Monitoring and AI-based Predictive Maintenance systems to monitor and analyze system anomalies in advance.
 - Use drones to inspect solar panels in large areas to reduce inspection time and increase safety.
- Customer expectation management.
 - Define clear Service Level Agreements (SLAs), such as response times and defined repair times.
 - Have a customer service team and an automatic notification system when problems are detected.
- Management of spare parts and supply chain.
 - Have a backup of Critical Spare Parts such as inverters and critical equipment to reduce maintenance waiting time.
 - Make advance purchase agreements for spare parts with suppliers to prevent shortages.

5. Cost management and appropriate pricing structure.

- Adjust the price structure of O&M services to be worthwhile, taking into account long-term maintenance costs.
- Study the use of outsourcing services for some parts of O&M work to reduce operating costs.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and : No
guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : No
new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : No
compliance with the supplier code of conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : No

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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