

ESG REPORT

รายงานความยั่งยืน ประจำปี 2025

บริษัท สแกน อินเตอร์ จำกัด (มหาชน)



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.

Electricity Energy Management

The Company has replaced conventional electrically powered groundwater pumps with solar-powered pumps, resulting in a reduction in electricity consumption from the grid by approximately 3040% per year and a decrease in greenhouse gas emissions of approximately 812 tons of CO₂ equivalent per year. This initiative supports the Company's environmental management efforts and contributes to the Sustainable Development Goals (SDG 7 and SDG 13).

Fuel and Energy Management

The Company has transitioned its tractor trucks from diesel fuel to liquefied natural gas (LNG), which has lower greenhouse gas emissions. Based on an average travel distance of 10,000 kilometers per month, this transition is expected to reduce carbon dioxide emissions by approximately 1.9 tons per month, or approximately 22 tons per year per vehicle, supporting the Company's ESG-oriented environmental initiatives and SDG 13.

Renewable / Clean Energy Management

The Company utilizes renewable energy by replacing diesel fuel with Liquid Biomethane (LBM) in its production processes. Diesel consumption of approximately 100,000 liters per month would generate around 268 tons of CO₂ per month. After switching to LBM, carbon dioxide emissions are expected to be reduced by approximately 80%, equivalent to a reduction of approximately 214 tons of CO₂ per month, supporting clean energy development and the achievement of SDG 7 and SDG 13.

Waste Management

The Company has implemented a systematic waste management approach by installing food waste processing machines within its offices for approximately 100 employees. This initiative reduces organic waste by approximately 250300 kilograms per month and converts it into organic fertilizer for further use. In addition, the Company separates plastic bottles and aluminum cans for recycling, supporting the circular economy concept and contributing to SDG 12: Responsible Consumption and Production.

Greenhouse Gas Management and Climate Change

The Company places strong emphasis on greenhouse gas management and climate change mitigation by installing solar power generation systems in all suitable areas, replacing incandescent light bulbs with energy-efficient LED lighting, and implementing scheduled on/off controls for lighting systems. These measures enable the Company to reduce electricity consumption from the grid by approximately 20% and continuously reduce greenhouse gas emissions from its operations, in alignment with SDG 7: Affordable and Clean Energy and SDG 13: Climate Action.

Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Information on compliance with environmental management principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
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 2025, the company has an operational approach to raising awareness within the organization regarding energy management (electricity/fuel), waste management, and greenhouse gas management. It promotes education and training to develop knowledge and skills in energy management, waste management, and greenhouse gas (GHG) management, while also supporting a change in attitudes within the organization. It introduces new guidelines and perspectives on efficient energy use and fosters cooperation in saving and utilizing resources cost-effectively to reduce environmental impact.

The Energy Efficiency (EE) approach involves improving the electricity consumption process of equipment or systems to use less energy while achieving the same results. For instance, replacing fluorescent lamps with LED lamps, which maintain equivalent brightness but consume less energy, or installing automatic control systems for ventilation and temperature control, among others.

The company utilizes renewable energy, specifically solar power, for its internal electrical systems. Scan Inter Public Company Limited (Head Office) with an installed capacity of 5kWp to reduce electricity consumption from the grid system of the electricity authority. This results in an approximate 20% reduction in electricity consumption from the grid system and helps reduce greenhouse gas emissions by approximately 3,556.08 kg CO₂e per year, equivalent to planting approximately 445 trees. The company continuously implements project development in line with Sustainable Development Goals SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).

An approach to establishing a waste separation system within the organization involves 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 : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 9,345,077.00 Kilowatt-Hours	2026 : Reduced by 42,778.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management⁽¹⁾

Performance and outcomes of energy management : No

Remark: ⁽¹⁾ Given that the company initiated the project in the fourth quarter of 2025 and commenced recording actual performance in early 2026, the actual performance will therefore be considered to have started in 2026.

Information on electricity management

Company's electricity consumption^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	10,401,681.00	8,265,809.33	9,345,077.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	9,854,124.00	7,380,219.00	8,397,251.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	547,557.00	885,590.33	947,826.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	15,978.00	10,031.32	15,395.51

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	241.62000000	192.01000000	217.08000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	57,654,691.59	41,421,103.17	52,746,426.33
Percentage of total electricity expense to total expenses (%) ^(**)	3.16	2.22	3.29
Percentage of total electricity expense to total revenues (%) ^(**)	2.79	2.39	3.76
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	88,563.27	50,268.33	86,896.91

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Diesel (Litres)	873,074.91	1,835,433.15	1,674,681.83
Gasoline (Litres)	46,092.81	64,152.17	50,206.88
LPG (Kilograms)	540.00	540.00	420.00
Natural Gas (Kilograms)	10,418.75	10,961.27	10,464.48

Additional explanation : Not include external fuel consumption

Companys fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	2,634,668.58	3,668,165.77	2,538,623.74
Percentage of total fuel expense to total expenses (%) ^(**)	0.14	0.20	0.16
Percentage of total fuel expense to total revenues (%) ^(**)	0.13	0.21	0.18

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

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	N/A	N/A	16,278.97

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	N/A	0.01159316
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	N/A	N/A	0.37814451

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 : Yes

The company establishes an efficient water management plan, focusing on cost-effective water usage and reducing losses in operational processes. Water meters are inspected, and water usage data is recorded daily for monitoring and analyzing water usage trends. Should any abnormalities or higher-than-normal water consumption be detected, the company will immediately investigate and rectify any leaks. This is coupled with promoting water reuse in appropriate activities and raising employee awareness regarding responsible water usage, thereby supporting sustainable development goals. **SDG 6 Clean Water and Sanitation**

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management⁽²⁾

Performance and outcomes of water management : No

Remark: ⁽²⁾ As the company does not utilize water in its core operational processes, including production, installation, and maintenance, and only uses water for employee utilities, there is no water management plan.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	29,612.00	44,416.02	54,131.00
Water withdrawal by third-party water (cubic meters)	27,077.00	38,186.01	45,870.00
Water withdrawal by groundwater (cubic meters)	2,535.00	6,230.01	8,261.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	45.49	53.90	89.18
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.03	0.04

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	29,612.00	44,416.02	54,131.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

	2023	2024	2025
Intensity of total water consumption (Cubic meters / m ²)	0.68785772	1.03174059	1.25741000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	N/A	679,828.08	724,544.01
Total water withdrawal expense from third-party water (Baht)	N/A	679,828.08	724,544.01
Percentage of total water withdrawal expense to total expenses (%) ^(*)	N/A	0.04	0.05
Percentage of total water withdrawal expense to total revenues (%) ^(*)	N/A	0.04	0.05
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	N/A	825.03	1,193.65

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 : Yes

In the fourth quarter of 2025, the company piloted the use of a food waste disposer within the company. This can help mitigate global warming by converting food waste into organic fertilizer within 24 hours, reducing the amount of organic waste sent to landfills. This prevents the release of methane (CH₄), a potent greenhouse gas resulting from waste decomposition, which is a primary cause of global warming with an impact up to 28 times greater than carbon dioxide. This directly reduces air pollution and carbon footprint, and lowers energy consumption for waste transportation. During the initial trial, it managed 1.5 2 kilograms of food waste from employees per day, resulting in a reduction of approximately 45 60 kilograms of organic waste per month, accounting for 8% of the total waste and refuse volume. The processed waste is converted into organic fertilizer for beneficial reuse.

The organization implements waste segregation at the source, clearly separating general waste, recyclable waste, and hazardous waste. Appropriate waste disposal points are provided, and signs guiding waste segregation are displayed for employees. The reduction of waste generation is promoted through reuse and recycling, as well as the selection of environmentally friendly materials. Hazardous waste is collected and disposed of by licensed operators in accordance with legal requirements. Waste volumes are continuously monitored to improve management efficiency, and plans are in place to continue these efforts in the following year.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2025 : non-hazardous waste 39.00 Kilograms	2026 : Reduced by 50% or 19.50 Kilograms	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management⁽³⁾

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

Remark: ⁽³⁾ Given that the company initiated the project in the fourth quarter of 2025 and commenced recording actual performance in early 2026, the actual performance will therefore be considered to have started in 2026.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	757.00	757.00	740.00
Total non-hazardous waste (kilograms)	43.00	43.00	39.00
Non-hazardous waste - Landfilling (Kilograms)	43.00	43.00	39.00
Total hazardous waste (kilograms)	714.00	714.00	701.00
Hazardous waste - Landfilling (Kilograms)	714.00	714.00	701.00
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 has invested in solar rooftop power generation projects to produce electricity from solar energy. In 2022, solar rooftop systems were installed at the PMS Sam Khok Main Natural Gas Station and at Kaokong Petroleum Co., Ltd., and both projects were completed in the same year. In 2024, the company completed the installation of a solar rooftop system at its head office building in Muang Thong Thani.

Subsequently, in 2025, recognizing the potential for further energy reduction, the company proceeded with the expansion of the solar rooftop installation at the PMS Sam Khok Main Natural Gas Station (Phase 2).

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals⁽⁴⁾

Does the company set greenhouse gas management : No
goals

Remark: (4) The Company prepares a plan to set greenhouse gas management targets for 2026

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	2,783.22	2,972.98	2,610.57
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,783.22	2,972.98	2,610.57

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.001346	0.001718	0.001859
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	4.28	3.61	4.30
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.06465147	0.06905941	N/A

Additional explanation : (*) 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 : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	200.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	200.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	200.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	N/A	N/A	200.00

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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

The Company promotes rights, opportunities, and equality without discrimination throughout all human resource management processes. It also promotes and supports respect for the human rights of all groups by embracing equality and diversity, non-discrimination based on gender, race, or religion, and strict adherence to applicable laws and regulations, as well as local customs, traditions, and culture.

The Company places importance on collaboration and engagement between its operations and the community and society. This is achieved through supporting volunteer activities related to community and social development, with the goal of sustainably improving the quality of life for people in the community.

The Company recognizes and prioritizes responsibility for safety, security, and occupational health in the workplace. Therefore, the Company has established safety and occupational health policies to serve as guidelines for preventing and controlling hazards arising from work activities, including strict compliance with relevant safety, security, and occupational health regulations.

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

	2023	2024	2025
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 by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

The Company has established a systematic employee and labor management plan covering the entire employee lifecycle, including recruitment, development, performance management, compensation and benefits, as well as employee engagement. This ensures that human resource management is efficient, aligned with the Company's business direction, and capable of supporting sustainable organizational growth in the long term.

Under this plan, the Company focuses on enhancing employees knowledge, capabilities, and skills required for their roles through continuous learning and training programs, including both professional and safety-related training. In addition, the Company promotes a positive working environment and encourages employee participation in organizational and social activities to strengthen engagement and support sustainable growth together.

Fair Compensation Policy

The Company has established a fair and competitive compensation and benefits policy, taking into consideration job responsibilities, individual performance, and market competitiveness, in order to attract and retain high-potential employees. A performance management system has been implemented at both organizational and individual levels, covering goal setting (Work Targets), performance planning, continuous monitoring, and evaluation based on clear key performance indicators. This ensures that employee performance aligns with organizational objectives under principles of transparency, accuracy, and fairness, while fostering motivation and long-term employee engagement.

Employee Development

The Company places strong emphasis on continuous development of employees at all levels by promoting learning through both internal and external training programs. These initiatives aim to enhance employees knowledge, skills, and competencies necessary for their roles, as well as to prepare them for future business challenges. In addition, the Company encourages employees to develop practical skills that can be effectively applied in their work and to share knowledge within the organization, thereby strengthening overall organizational capability in a sustainable manner.

Employee Relations and Engagement

The Company recognizes the importance of fostering employee engagement and conducts employee engagement surveys on an annual basis. The results are analyzed and used to continuously improve human resource management practices in alignment with employees needs.

Furthermore, the Company organizes various activities to strengthen employee relationships and promote participation, providing opportunities for employees to engage, build teamwork, and create a positive working atmosphere. These initiatives contribute to improved work efficiency and long-term organizational commitment.

Occupational Health and Safety

The Company prioritizes occupational health and safety, recognizing its direct impact on employees well-being as well as stakeholder confidence. The Company is committed to fostering a strong safety culture and providing a safe and suitable working environment.

Regular safety and occupational health training is provided to employees at all levels to prevent workplace accidents and minimize operational risks.

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

	2023	2024	2025
Total Employment (Person)	651	824	607
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	651	824	607

	2023	2024	2025
Male employees (persons)	494	628	458
Percentage of male employees (%)	75.88	76.21	75.45
Female employees (persons)	157	196	149
Percentage of female employees (%)	24.12	23.79	24.55

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	N/A	96
Percentage of employees under 30 years old (%)	N/A	N/A	15.82
Total number of employees 30-50 years old (Persons)	N/A	N/A	362
Percentage of employees 30-50 years old (%)	N/A	N/A	59.64
Total number of employees over 50 years old (Persons)	N/A	N/A	149
Percentage of employees over 50 years old (%)	N/A	N/A	24.55

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	N/A	55
Percentage of male employees under 30 years old (%)	N/A	N/A	12.01
Total number of male employees 30-50 years old (Persons)	N/A	N/A	278

	2023	2024	2025
Percentage of male employees 30-50 years old (%)	N/A	N/A	60.70
Total number of male employees over 50 years old (Persons)	N/A	N/A	125
Percentage of male employees over 50 years old (%)	N/A	N/A	27.29

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	N/A	41
Percentage of female employees under 30 years old (%)	N/A	N/A	27.52
Total number of female employees 30-50 years old (Persons)	N/A	N/A	84
Percentage of female employees 30-50 years old (%)	N/A	N/A	56.38
Total number of female employees over 50 years old (Persons)	N/A	N/A	24
Percentage of female employees over 50 years old (%)	N/A	N/A	16.11

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	601	785	575
Percentage of employees in operational level (%)	92.32	95.27	94.73

	2023	2024	2025
Total number of employees in management level (Persons)	44	33	26
Percentage of employees in management level (%)	6.76	4.00	4.28
Total number of employees in executive level (Persons)	6	6	6
Percentage of employees in executive level (%)	0.92	0.73	0.99

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	466	609	442
Percentage of male employees in operational level (%)	94.33	96.97	96.51
Total number of male employees in management level (Persons)	25	16	13
Percentage of male employees in management level (%)	5.06	2.55	2.84
Total number of male employees in executive level (Persons)	3	3	3
Percentage of male employees in executive level (%)	0.61	0.48	0.66

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	135	176	133
Percentage of female employees in operational level (%)	85.99	89.80	89.26

	2023	2024	2025
Total number of female employees in management level (Persons)	19	17	13
Percentage of female employees in management level (%)	12.10	8.67	8.72
Total number of female employees in executive level (Persons)	3	3	3
Percentage of female employees in executive level (%)	1.91	1.53	2.01

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Scan Inter Public Company Limited	285
Scan Inter Logistics Company Limited	135
Contronno Company Limited	1
Siam Vasco Company Limited	9
Kaokong Petroleum Company Limited	26
Namphong NGV 2558 Company Limited	12
Ammine NGV Company Limited	9
NT Energy Gas Company Limited	10
BPA Intertrade Company Limited	119

Department / Line of work / Unit / Business group	Number of employees (persons)
PANTERRA MOTOR COMPANY LIMITED	1
Total number of employees	607

Significant changes in the number of employees

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

The number of employees in 2025 decreased by approximately 26.1% compared to the previous year, primarily due to the completion of certain contract-based projects. Nevertheless, the company continues to focus on optimizing workforce management to align with workload requirements and enhance operational efficiency in the long term.

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	3	6	6
Percentage of disabled workers to total employment (%)	0.46	0.73	0.99
Total number of employees with disabilities (Persons)	3	6	6
Total male employees with disabilities (persons)	2	4	4
Total female employees with disabilities (persons)	1	2	2
Percentage of disabled employees to total employees (%)	0.46	0.73	0.99

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	174,783,787.32	236,022,952.26	236,022,952.26
Average of remuneration of employees (Baht/persons)	268,485.08	286,435.62	388,835.18

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

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.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	268	226	193
Number of employees joining in PVD (persons)	155	147	108

	2023	2024	2025
Number of PVD members / Total employees (%)	23.81	17.84	17.79
Number of PVD members / Total eligible employees (%)	57.84	65.04	55.96

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,560,355.61	1,762,799.20	1,452,793.88

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SCAN INTER PUBLIC COMPANY LIMITED	Yes	607	193	108	17.79	55.96

Information on employee development

Employee training and development

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	5.26	7.59	7.86
Total amount spent on employee training and development (Baht)	420,302.00	932,350.55	983,260.99
Percentage of training and development expenses to total expenses (%) ^(*)	0.000230	0.000500	0.000612

	2023	2024	2025
Percentage of training and development expenses to total revenue (%) ^(*)	0.000203	0.000539	0.000700

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	0.00	N/A	34,176.00
Total number of hours worked by employees (Hours)	0.00	N/A	34,176.00
Total number of hours work by non-employee (Hours)	N/A	N/A	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) ^(*) (Persons / 1 million-manhours)	0.00	N/A	0.00

	2023	2024	2025
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	N/A	0.00

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

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	153	130	133
Total number of male employee turnover leaving the company voluntarily (persons)	105	80	75
Total number of female employee turnover leaving the company voluntarily (persons)	48	50	58
Proportion of voluntary resignations (%)	23.50	15.78	21.91
Percentage of male employee turnover leaving the Company voluntarily (%)	68.63	61.54	56.39
Percentage of female employee turnover leaving the Company voluntarily (%)	31.37	38.46	43.61

	2023	2024	2025
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
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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 : Yes
- Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

The Company conducts customer satisfaction evaluations quarterly. The target customer satisfaction score is established as a key performance indicator (KPI) for each department, aiming to highlight its significance to employees and to assess the performance of the respective departments. The satisfaction score for all departments must be no less than 80%. In instances where the customer satisfaction score does not meet the target or if customer feedback is received, corrective/preventive measures will be developed. This approach ensures continuous improvement and adherence to the Company's quality policy.

Information on setting customer management goals

Setting customer management goals

- Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Percentage	2020: Average customer satisfaction percentage must not be less than 80%.	2025: Average customer satisfaction percentage must not be less than 80%.

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 aspects related to natural gas, renewable energy, and integrated logistics, reflecting the company's efficiency and reliability, based on the company's average satisfaction score that met the target of over 80 percent continuously from 2020 to 2025.

Diagram of performance and outcomes of customer management



Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 02-503-4116-21
Fax : -
Email : info@scan-inter.com
Companys website : <https://scan-inter.com>
Address : 355 BondStreet Road
Bangpood, Pakkret
Nonthaburi 11120

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 : Disadvantaged and vulnerable groups implemented by the 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 goals : No

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 management : Yes

The Company has implemented the Enhancing Quality of Life for Persons with Disabilities program, with the objective of promoting employment and creating career opportunities for persons with disabilities who have the potential to work. The program aims to enable them to earn a stable income to support themselves and their families, while improving their overall quality of life.

During the past year, the Company provided opportunities for persons with disabilities to participate in appropriate roles within the organization, based on their individual capabilities. This was complemented by the development of essential job-related skills. As a result, participants enhanced their vocational skills, were able to generate continuous income, and achieved greater financial stability.

The program also contributed to reducing the economic burden on their families and empowered persons with disabilities to become more self-reliant in the long term. Furthermore, it promoted social inclusion, strengthened self-esteem, and improved their ability to live independently and equally within society.

In addition, this initiative reflects the Company's commitment to contributing to sustainable community and social development by emphasizing equality, diver

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	0.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.000000	0.000000
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.000000	0.000000

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

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

Scan Inter Public Company Limited and its subsidiaries (the Company) are committed to conducting business with fairness, honesty, transparency in accordance with the principles of corporate governance and business ethics which is an important mechanism to drive the business towards the development and sustainable growth. Build confidence and trust among all shareholders and stakeholders.

In 2017, the Securities and Exchange Commission (SEC) launched a corporate governance code for listed companies (2017 CG Code) stating 8 principal rules for the Board of Directors as follows:

1. Realize the Board of Directors responsibility as the leader in creating sustainable enterprise values, through the defining of vision, mission, and business goals for the 3 main pillars of sustainability economic, social, and environmental
2. Determine the business objectives and goals for sustainability
3. Build up an effective Board of Directors with concerns in the structure, component, qualification, and the selection and nomination process
4. Ensure an effective and merit-based process in the selection and development of high-level executives and human resource management, for the benefit of the organization, the country and global society
5. Promote innovations, responsible business operations, and lawful treatment / protection for all stakeholders
6. Establish an efficient and thorough risk management system, anti-corruption practices and the internal control system that appropriately covers finance, operation, supervision, execution, and inspection
7. Maintain financial credibility and promote accurate, sufficient, transparent, and timely information disclosure
8. Promote and support equitable engagement, treatment, and communications with stakeholders

Board of Directors, as the leader of the organization, therefore, the Good Corporate Governance Policy (CG Code) has been established according to the Board of Directors Meeting No. 1/2020 dated February 172020, to comply with the 2017 Good Corporate Governance Principles for Listed Companies (CG Code). The Board of Directors has established 9 main guidelines for the Board of Directors, consistent with the CG Code in accordance with the SEC's guidelines, with the addition of guideline 9, Anti-Corruption because the company is aware of the impact of corruption.

The Board of Directors has reviewed the corporate governance policy and practices, including reviewing the charter of the Board of Directors and all sub-committees regularly.

The Company has disclosed the corporate governance policy to communicate it internally and publicly, especially to the directors, executives, and all employees. The manual has been issued as the guidelines for directors and employees. All stakeholders are also encouraged to strictly follow the policy.

Reference link for the full version of corporate governance policy and guidelines : https://scan-inter.com/EN/FrmCGDoc_EN.aspx?Data=GovernanceFiles&MainMenuID=4&SubMenuID=2&SubMenuSubID=0

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board : Yes

of directors

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

Director

Nomination and Appointment of Directors, the Board of Directors has appointed the Nomination, Remuneration and Corporate Governance Committee for 3 persons to consider the selection of directors when the position of the Company's director is vacant, or a director due to retire by rotation. The Nomination, Remuneration and Corporate Governance Committee is responsible for recruiting and selecting personnel who deserve to be nominated as directors.

Directors remuneration must be approved by shareholders, with the following criteria:

1. Company performance, as compared to that of other companies of similar business ad size listed in the Stock Exchange of Thailand
2. Experience, roles, responsibilities, and scope of work of each director
3. Benefits that the Company is expecting to receive
4. The remuneration must be appealing to qualified directors suitable for the Companys situation and needs

The Nomination, Remuneration and Corporate Governance Committee will consider determining the policy on remuneration pay to be proposed for approval of the Board of Directors prior to presenting it to the annual shareholders meeting for approval.

Chief Executive Officer

The Board of Directors has determined that the Nomination, Remuneration and Corporate Governance Committee initially screen the fully qualified person who has knowledge, skills, and experience in favor of the Companys operation, understand the Company's business, and is able to manage the work in accordance with the objectives and the goals determined by the Board of Directors and nominate the qualified candidate for approval and appointment by the Board of Directors.

The Board of Directors has assigned the Nomination, Remuneration and Corporate Governance Committee to consider remuneration of the Chief Executive Officer and the Chairman, which will be reported to the Board of Directors regularly.

Senior Executives and Personnel of the Company

The Nomination, Remuneration and Corporate Governance Committee shall determine the remuneration of senior executives while remuneration of the personnel will be considered by the Executive Committee. The Company has the policy that remuneration must be determined based on the nature of work, position, responsibilities, experience, educational background, and competence of the employee, as well as the comparative wage rate of the other companies conducting the same business as the Company.

The Company has a fair recruitment and selection process for senior executives and personnel. They will be selected based on their abilities, skills, experience, and qualifications which are suitable for each position to ensure their potential in favor of the Companys business operation.

Determination of director remuneration

Director

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Independence of the board of directors from the management

The Companys 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 Companys operations I 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 Companys 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 Companys 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 Companys 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 Shares. The independent directors are independent from the management and major shareholders control.

Reference link for Independence of the board : https://scan-inter.com/EN/FrmCG_EN.aspx
of directors from the management

Director development

The Company promotes and encourages training and education of those involved in the corporate governance of the Company such as directors, audit committees, executives, etc., to ensure continuous performance improvement, to understand the principles of good corporate governance, including rule, regulations, and duties of the Company's directors for more efficient management.

The Company encourages its directors to participate in relevant trainings sessions and conference with the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and Thai Institute of Directors (Thai

IOD). In addition, the Board of Directors assigns the Company Secretary to report the news on trainings, seminars, and programs which are useful for and related to the directors performance of duties for acknowledgement and participation. The Company Secretary will also coordinate and facilitate the directors.

Board performance evaluation

The Company has provided a performance assessment for the Board of Directors and the Sub-Committees at least once a year for the framework of verifying their performance during the past year. The scope of duty is based on good corporate governance principles, showing the link between the performance and operating results.

The evaluation form must be submitted to the Nomination, Remuneration, and Corporate Governance Committee for consideration prior to submitting it to the Board of Directors for further approval. The Nomination, Remuneration, and Corporate Governance Committee has established a committee performance evaluation form which is reviewed annually. The Company Secretary compiles the forms into a report and presents the report to the Board of Directors for consideration. The committee is evaluated in the following aspects:

1. Structure and qualifications
2. Roles, duties, and responsibilities
3. Board / Committee Meeting
4. Performance of duties
5. Relationship with the administrative department
6. Self-development and executive development

In this regard, the Board of Directors has reviewed the performance, problems, and obstacles in the past year. This is a way to improve efficiency and develop the work of the Board in the following years.

Corporate governance of subsidiaries and associated companies

Oversight of Subsidiaries and Joint-Venture Companies

The Company has a policy to invest in business associated with its core business and deemed to generate common benefits or promote the Company's operations to increase revenue generation and profit capability. However, in the management of the said subsidiary or associated company, the Company has a mechanism to supervise the management and responsibility for the operations of its subsidiaries and associated companies as follows:

- The Company nominates a representative as part of the committee according to the share percentage. The representative will attend meetings as a shareholder and will vote as directed by the Board of Directors to govern the subsidiaries and associated companies in the right direction that will maximize the Company's overall interest.
- The Company's representative will ensure that the subsidiaries and associated companies fully comply with the announcement, regulations and/or relevant rules regarding related party transactions and/or asset acquisition and distribution and/or any other important transactions.
- The Company's representative will ensure the appropriate data recording and accounting by the subsidiaries and associated companies, which will enable the Company to verify and comply with the consolidated financial statement in a timely manner.
- The Company will closely monitor the performance and operations of said subsidiaries and associated companies and present the analysis result along with comments and suggestions to the Board of Directors, subsidiaries, and associated companies to determine the policy and continuously improve the subsidiaries and associated companies business.

The Company appropriately governs its subsidiaries in terms of related party transactions, asset acquisition and distribution or any other important transactions. The information disclosure and transaction guidelines are applied in the same manner as in the Company itself. The subsidiaries data recording and accounting should be appropriate and allow the Company to verify and comply with the consolidated financial statement and present the analysis result along with comments and suggestions to the Board of Directors and the subsidiaries to determine the policy and continuously improve the subsidiaries businesses.

The Company does not hold any agreement with any other shareholder regarding the management of subsidiaries and associated companies (Shareholder Agreement) that is significant to the Company's operations or administration or share any other return apart from normal return from the shares.

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

Shareholder

The Board of Directors is responsible for ensuring that all shareholders are treated fairly and supporting their engagement in the decision making on the key matters of the Company. Also, the shareholders must be able to access the information and provided with appropriate channels for communication with the Company.

Treatment of the Shareholders

The Company has the policy to facilitate and encourage the shareholders and institutional investors to attend the shareholders meeting. The Company has implemented the following actions to support and accommodate the shareholders exercise of their rights:

1. Provide important and necessary information regarding significant business operations to shareholders clearly and timely through the Company website: www.scan-inter.com and through the Stock Exchange and the Companys investor relations: ir@scan-inter.com, Tel: 02 503 4115.
2. For shareholders to learn the information regarding shareholders meeting, the Company delivers shareholders meeting invitation and supplementary documents to shareholders at least 21 days before the meeting (or by any other timeline as dictated by the law). The invitation contains the date, time, venue, and agenda. An explanation and reasons for each agenda or proposal are also provided along with the Boards opinions, authorization form and list of dependent directors so shareholders can authorize them to attend the meeting. The Company has chosen Thailand Securities Depository Co, Ltd., the Companys stock registrar, to deliver the invitation letters and distribute on the Company website.
3. If shareholders are unable to attend the meeting, they may delegate to an independent director or any person to attend the meeting on their behalf, using one of the 3 authorization forms delivered together with the invitation.
4. The Company allows shareholders to propose agenda items for the meeting and nominate a committee member. The information is posted through the SETs channels and the Company website, where the criteria is stated in detail. Shareholders may propose an agenda for the meeting and nominate a committee member through specified communication channels.
5. The Company allows shareholders to submit their questions before the meeting. The submission instruction will be specified and communicated to the shareholders together with the shareholders meeting invitation and through the Company website. During the meeting, the chairman of the Board of Directors, who is the chairperson of the meeting, will allow the shareholders to express their opinions and inquire on matters after each agenda item report or representation, or after completing all agenda items.
6. The Company has a policy to support and provide convenience for shareholders and institutional investors to attend shareholders meetings. The Company shall choose a venue accessible by sufficient public transportation for the shareholders to come to the venue easily. Moreover, the Company will arrange a registration channel at the venue for individual shareholders and institutional investors. A barcode system is used in the registration and voting to make the registration and voting processing accurate and quick. Revenue stamps for authorization forms are also provided for the convenience of shareholders.

7. In shareholders meetings, the Company shall consider each item according to the agenda specified in the meeting invitation without any change or consideration of any other item not specified in the invitation.
8. The Company provides independent legal consultant and auditor representative as witness during the vote counting to ensure transparency and compliance with the law and regulations. Representative for the Thai Investors Association will also be observing.
9. The Company shall disclose the general meeting of shareholders voting result from each agenda through the SETs channels and on the Company website after the meeting.
10. The Company records complete minutes of meeting containing important information such as list of directors and management team members attending the meeting, voting procedure, resolutions, voting result from each agenda and questions, clarifications and opinions made in the meeting. The Company also prepares a shareholders meeting report within 14 days after the meeting and distribute the report through the SETs channels and on the Company's website.

Equitable Treatment of Shareholders

The Company treats all shareholders, including executive and non-executive directors, institutional investors, major and minor shareholders, and foreign shareholders, with equality and justice. The good practices are specified below:

1. Access to the Company's information: To ensure shareholders equal access to the Company's information, the Company uses SETs disclosed system as the main communication channel. The Company also established other communication channels: through the Company's website and responsible divisions such as the Secretary Office and Investor Relations Department.
2. Preparation of bilingual documents: For equitable access of both Thai and foreign investors, the Company's information published in the SETs disclosure system and the Company's website are prepared in Thai and English.
3. Encouraging minority shareholders to propose items for the shareholder meetings agenda and/or nominate directors: The invitation is sent out every year through the SETs disclosure and the criteria, method, screening process and address for submission are clearly published on the Company's website.
4. Using proxy form: The shareholders may use the proxy form which can determine the voting direction. The Company will send 3 types of proxy forms to shareholders (Form A, B, and C). The Company may nominate 2 independent directors as the alternatives for the shareholders to give proxies and all the shareholders to nominate the independent directors by enclosing the information of independent directors with the invitation to support the consideration of proxy. The Company will also explain the details of documents and evidence and the procedure required for giving proxies to make sure that the shareholders can prepare complete documents and follow appropriate procedure without problems of the proxy's presence in the meeting.
5. The directors who have an interest in the matters under consideration must not be present in the meeting while the relevant matters are being discussed.

Promotion of the Exercise of Shareholders' Rights

The Company gives priority to shareholders rights, with the rights and importance of shareholders as owners taken into consideration, using recognized and reliable process and standards. Shareholders may exercise their rights to purchase, sell and transfer securities freely and to receive profit share from the Company, attend shareholders meeting, propose agenda items in advance, nominate candidates to be elected as committee members, express opinions and decide on significant changes such as committee election, auditor nomination and audit fee determination, profit allocation, regulation and memorandum of association determination and amendment, and approval of important transactions that affect the Company's business direction.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Scan Inter Public Company Limited intends to operate ethically, adhere to operate with transparency, morality, ethics, responsibility to all stakeholders, verifiable and free from corruption.

The Company has determined the written Code of Conduct to be the guideline for good business practice by dividing into 2 categories to create a culture and awareness in the Company, which focuses on the key principles of corporate governance and the importance of treating all groups of stakeholders. This is to achieve the objectives of the vision and mission that reflect the values and culture of the Company. This can be summarized as follows:

Section 1: Ethics of directors, executives, and employees, Guidelines for self-treatment, co-worker, and the Company

Section 2: Business Ethics

- Stakeholders: shareholders, customers, employees, suppliers, creditors, competitors, social, community, and environment
- Human right respecting
- Conducting business under environmental standards
- Non-infringement of intellectual property
- Anti-corruption
- Giving-receiving gifts, receptions, or any other benefits
- Financial support and charitable donations
- Political action
- Securities trading and insider trading

The Company has disclosed the Code of Conduct on the Company's website

Reference link for the full version of business code of conduct : <https://scan-inter.com/FrmCGDoc.aspx?Data=GovernanceFiles&MainMenuID=4&SubMenuID=2&SubMenuSubID=0>

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

The policy of corporate governance prevents the employees to do anything which may cause the conflict of interest with the Company's business, including the activities or actions which may cause the Company to lose its benefit to gain less benefit than expected or any actions which may result in the sharing of the Company's benefit. This also includes competition with the Company, taking advantage of the Company for personal business, using the Company's information for personal interest, and holding shares in the Company's competitors.

Senior directors and executives have made reports on their interests and related persons when they assume directorship or hold the position of senior executives for the first time and shall report every time there is a change.

The Company Secretary shall submit the report to the Chairman and President of Audit Committee for review within 7 days from the date of receipt of the report to ensure that the directors and executives perform their duties within integrity and transparency.

Anti-corruption

The Company has Anti-Corruption, including preparing guidelines in writing that shall not request, accept, pay, and do not do business with persons and juristic persons who involved in corruption. This policy has been approved by the Board of Directors and publicly disclosed through the Company website.

The audit process has been established for supervision, to prevent and monitor the risk of corruption as follows:

1. To implement anti-corruption guidelines to be effective, the quality control unit has prepared and compiled a corruption risk register. All functions are required to conduct a survey of the risk of corruption from interactions with external parties, such as renewing various licenses, procurement-employment, and so on, and specify in the written risk register form, which shall include control and management measures to prevent corruption.
2. Internal auditors review the risk register and measures to prevent fraud and corruption of all departments and prepare an internal audit plan to be used to inspect the work procedures of all departments in accordance with the specified control measures. If there is an issue that does not comply with the anti-corruption policy, this must notify the operating agency so that control measures can be improved.
3. The Company has established procedures for keeping documents and records to be ready for inspection to confirm the accuracy and suitability of financial transactions as well as procedures to ensure that no transaction has gone unrecorded or cannot be explained or false item.
4. The Company has established procedures to ensure that internal control of accounting processes and data retention are internally audited to verify the effectiveness of the anti-corruption measures and there is sufficient evidence of financial records for audit purposes.
5. The Company has hired internal auditors from the external party to audit the compliance with the internal control system and suggest corrective guidelines to improve or develop effective internal control. So that, this may be able to prevent and detect potential risks, as well as covers the review of compliance with anti-corruption measures.
6. Internal auditors would be able to urgently report issues found to the Chief Executive Officer, Executive Committee, and the Audit Committee to report to the Board of Directors also.
7. The Company shall verify and review the anti-corruption policy and guidelines annually to be in line with the changes in business conditions, rules, regulations, and provisions of the law.

In this regard, the Company has signed a declaration to participate in the "Private Sector Collection Action Coalition Against Corruption (CAC) in July 2017. Moreover, the Company was certified as a private sector collective action against corruption on November 21st, 2017. Last year in 2021, the Company renewed its certificate as a member that the Audit Committee which is responsible for reviewing the completeness and sufficiency of the whole process. This certification is valid for 3 years from the date of the Boards approval on March 31st, 2021, The company has submitted a request for a second renewal, with the certification set to expire on March 30, 2027

Reference link for Anti-corruption : https://scan-inter.com/EN/FrmCGDoc_EN.aspx?Data=GovernanceFiles&MainMenuID=4&SubMenuID=2&SubMenuSubID=0

Whistleblowing and Protection of Whistleblowers

The Company provides the compliant and whistle blowing channels and procedures for all stakeholders to file reports or complaints on the matter which may cause damage to the Company to Audit Committee assigned by the Board to accept the reports and conduct investigation ranging from the acceptance of complaints, investigating of facts, and summary of results. Also, the whistleblower and related persons shall be protected for acknowledgement of complaints or feedback or suggestions from the stakeholders which are affected or at risk of getting affected of the Companys business operation or actions of the directors, executives and employees of the Company which are illegal, including the behaviors which are deemed as corruption directly or indirectly related of the Company such as witnessing the Companys employee offering/accepting bribe to and from the governance agencies or private entities, actions which are against the procedures of the Company or affect the Companys internal control system which are suspicious of corruption, actions causing the loss of benefit of the Company or affecting the Companys reputation, as well as illegal, immoral unethical actions. When there is a clue, the Audit Committee shall report to the board of directors as well.

Channels for Whistleblowing or Complaints regarding Corruption

1. Mail: Chairman of the Audit Committee
Scan Inter Public Company Limited
355 Bond Street Road, Bangpood, Pakkret, Nonthaburi 11120
2. E-mail: anticorruption@scan-inter.com
3. Telephone: 02-503-4116-21 or 02-921-9937-9
4. Website: www.scan-inter.com

In 2024, there were no complaints or violations of policies and guidelines, including cases of misconduct in corruption or violating ethics. Moreover, there was no case where a non-executive director or independent director resigned due to the issue of corporate governance of the company. Furthermore, there were no cases involving or creating a negative reputation of the Company caused by the Board of Directors' failure to perform its surveillance duties.

Reference link for Whistleblowing and Protection of Whistleblowers : https://scan-inter.com/EN/FrmCGContact_EN.aspx

Prevention of Misuse of Inside Information

Preventing the Use of Inside Information, The Company understands the importance of the use of inside information. For transparency and avoidance of internal use of non-disclosed information for personal interest, the Company has established the use of inside information policy. The Company determines the policy on insider trading in the Policy on Corporate Governance which is disclosed on the Company's website for communication and compliance. Disciplinary actions are also determined in case of breach as follows:

1. Educate directors, executives, and management-level personnel in the accounting and finance department holding a minimum position of department manager or equivalent on their obligation to prepare and submit securities holding reports of themselves, spouses, and minor children to the SEC, according to the article 59 and the penalty code in article 275 of the Securities and Stock Exchange Act B.E. 2535 (amendments included).
2. Directors, executives, and management-level personnel in the accounting and finance department holding a minimum position of department manager or equivalent are obliged to prepare and submit securities holding reports of themselves, spouses, and minor children to the SEC within 30 days after they are assigned the position of director or executive, and report changes in the securities holding within 3 days after the purchasing, selling, or receiving the securities.
3. Directors, executives, and management-level personnel in the accounting and finance department holding a minimum position of department manager or equivalent, as well as any relevant personnel who is aware of any significant insights that could affect the stock price, must not trade the Company's securities during the period prior to the disclosure of financial statement or the Company's financial status, until the Company discloses the information to the public. The Company shall notify directors, executives, and management-level personnel in the accounting and finance department holding a minimum position of department manager or equivalent to refrain from trading in writing at least 30 days prior to the disclosure. Trading shall not begin until at least 24 hours after the disclosure and said insights shall not be disclosed to any other person.
4. In addition to the directors, executives, and management-level personnel in the accounting and finance department holding a minimum position of department manager or equivalent, regulations and rules are also in place for the employees regarding confidential and/or inside information protection and not disclosing them for personal interest, while directly or indirectly and whether any benefit is offered in exchange. It is also prohibited to purchase, sell, transfer, or receive the Company's securities and/or perform any transaction that could cause direct or indirect damage to the Company with the advantage of confidential and/or inside information.
5. Establish a disciplinary penalty code for using inside information for personal interest. This could include verbal or written warning, wage deduction, unpaid suspension, or employment termination, if it is legal, depending on the intention and the severity of the action.

Moreover, the Company has established a code of conduct regarding securities trading and the use of inside information as follows:

1. It is prohibited to use inside information not yet publicized on the Company or the SET website as an advantage in securities trading.
2. It is prohibited to disclose inside information to irrelevant persons, including family, relatives, and friends, among others.
3. It is prohibited to give advice or opinion on securities trading to external parties.
4. Company personnel are not allowed to purchase, sell, or transfer the Company's securities within 30 days before the disclosure of quarterly and annual financial statements.
5. Company personnel are not allowed to purchase, sell, or transfer the Company's securities prior to the disclosure of inside information that might affect the stock price.
6. The Directors, executives, and management in accordance with the definition of SEC, shall report to the Board of Directors or responsible person on their Change of Management's Securities Holding (Form 59-2) at least one (1) day prior to the trading day.

Company directors and executives are aware of their obligations and responsibilities regarding inside information and not using it for personal interest. Executives are required to report any change in securities holding to the SEC as per article 59 of the Securities and Stock Exchange Act B.E. 2535 within 3 days after the change. They shall notify the Company Secretary to document the change and consolidate the number of securities held by each director or executive.

Reference link for Prevention of Misuse of Inside Information : https://scan-inter.com/EN/FrmCG_EN.aspx

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

To communicate and encourage compliance, the Human Resources Department has included the Company's code of conduct in writing in the handbook for employees at all levels and provide training for them, in 2024, there are 1 course 20 times for 56 employees.

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 : Yes
corporate governance policy and guidelines, or
board of directors charter

Material changes and developments in policy and : Yes
guidelines over the past year

The company holds sub-committee meetings to review the company's board charter annually.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Fully implement
SEC

The company holds subcommittee meetings to review the CG Code annually.

Other corporate governance performance and outcomes

Corporate Governance Structure

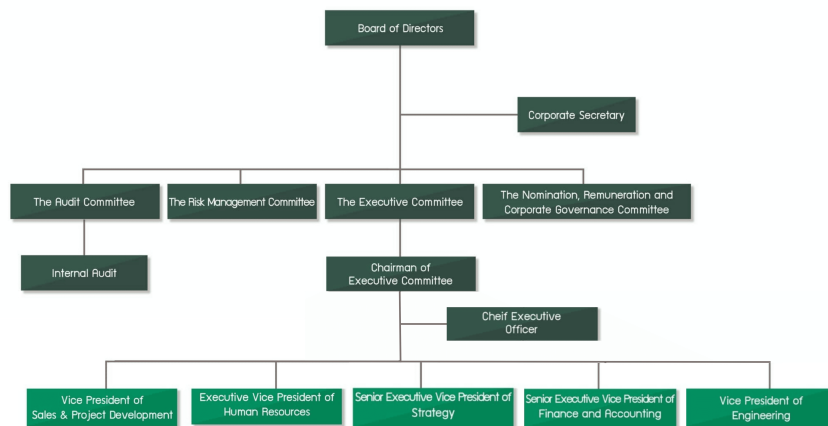
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		9		10	
	7	3	6	3	7	3
Executive directors	2		4		4	
	1	1	2	2	2	2
Non-executive directors	8		5		6	
	6	2	4	1	5	1
Independent directors	6		5		6	
	5	1	4	1	5	1
Non-executive directors who have no position in independent directors	2		0		0	
	1	1	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	70.00	30.00	66.67	33.33	70.00	30.00
Executive directors	20.00		44.44		40.00	
	10.00	10.00	22.22	22.22	20.00	20.00
Non-executive directors	80.00		55.56		60.00	
	60.00	20.00	44.44	11.11	50.00	10.00
Independent directors	60.00		55.56		60.00	
	50.00	10.00	44.44	11.11	50.00	10.00
Non-executive directors who have no position in independent directors	20.00		0.00		0.00	
	10.00	10.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		60		62	
	63	54	63	55	65	56

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 : 64 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	<p>17 Oct 2023</p>	<p>Accounting, Finance, Internal Control, Risk Management, Governance/ Compliance</p>
<p>2. Mr. THANCHART KITPIPIT Gender: Male Age : 69 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 ^(*) : Doesnt 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 (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 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) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>6 Sep 1988</p>	<p>Automotive, Energy & Utilities, Transportation & Logistics, Engineering, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. LITTEE KITPIPIT</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,507,240 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 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 companys 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	Energy & Utilities, Marketing, Engineering, Project Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. NARISSARA KITPIPIT Gender: Female Age : 38 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 ^(*) : Doesnt 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 (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 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 companys 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>Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. KANNIKA NGAMSOPEE</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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	<p>Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance</p>
<p>6. Mrs. PIMWANITAR JARATPREEDAR</p> <p>Gender: Female</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Information Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 802,983 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys 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	<p>Accounting, Finance, Data Analysis, Risk Management, Internal Control</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. ACM VORACHAT THARECHAT</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Military</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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
<p>9. Pol.Lt.Gen. PRAYAD BOONSRI</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Education Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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	<p>Law, Corporate Social Responsibility, Human Resource Management, Change Management, Leadership</p>
<p>10. Mr. CHAMNARN WANGTAL</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	23 Apr 2025	<p>Finance & Securities, Finance, Data Analysis, Risk Management, Audit</p>

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 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 companys 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. Pol.Lt.Gen. PRAYAD BOONSRI	Director		✓	✓		
10. Mr. CHAMNARN WANGTAL	Director		✓	✓		
Total (persons)		4	6	6	0	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Finance & Securities	2	20.00
2. Automotive	1	10.00
3. Energy & Utilities	2	20.00
4. Transportation & Logistics	1	10.00
5. Law	3	30.00
6. Marketing	1	10.00
7. Accounting	3	30.00
8. Finance	3	30.00
9. Corporate Social Responsibility	2	20.00
10. Human Resource Management	1	10.00
11. Sustainability	1	10.00
12. Data Analysis	3	30.00
13. Project Management	1	10.00
14. Engineering	3	30.00
15. Change Management	2	20.00
16. Leadership	3	30.00
17. Strategic Management	1	10.00
18. Risk Management	6	60.00
19. Audit	1	10.00
20. Internal Control	3	30.00
21. Budgeting	1	10.00
22. Governance/ Compliance	3	30.00

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	Yes	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 Officer 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 shareholders 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.

Reference link for the board charter : <https://scan-inter.com/FrmCGDoc.aspx?Data=GovernanceFiles&MainMenuID=4&SubMenuID=2&SubMenuSubID=0>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination, Remuneration and Corporate Governance Committee

Role

- Director and executive nomination
- Remuneration
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee**Role**

- Risk management

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
1. Mrs. KANNIKA NGAMSOPEE ^(*) Gender: Female Age : 69 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	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	21 Feb 2017	Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. ACM VORACHAT THARECHAT</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Military</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>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 (*)</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>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
<p>4. Mr. CHAMNARN WANGTAL (*)</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	23 Apr 2025	Finance & Securities, Finance, Data Analysis, Risk Management, Audit

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. THANCHART KITPIPIT Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	18 Sep 2014
2. Mr. LITTEE KITPIPIT Gender: Male Age : 42 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	18 Sep 2014
3. Ms. NARISSARA KITPIPIT Gender: Female Age : 38 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	18 Sep 2014

List of committee members	Position	Appointment date of executive committee member
4. Mrs. PIMWANITAR JARATPREEDAR Gender: Female Age : 61 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	Member of the executive committee	9 Nov 2017
5. Ms. Kanjana Kongchaisub Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	16 Dec 2022

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

Other Subcommittees

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)
	Mr. CHAMNARN WANGTAL	Member of the subcommittee (Independent director)
Risk Management Committee	Mrs. KANNIKA NGAMSOPEE	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	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	Member of the subcommittee
	Mr. CHAMNARN WANGTAL	The chairman of the subcommittee (Independent director)

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

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
1. Mr. LITTEE KITPIPIT Gender: Male Age : 42 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	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
<p>2. Ms. Jutamas Singkiaw^(*) (**)</p> <p>Gender: Female Age : 48 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>3. Mrs. PIMWANITAR JARATPREEDAR^(*)</p> <p>Gender: Female Age : 61 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

List of executives	Position	First appointment date	Skills and expertise
4. Ms. NARISSARA KITPIPIT Gender: Female Age : 38 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	Senior Vice President of Strategy	4 Jan 2016	Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting
5. Ms. Kanjana Kongchaisub Gender: Female Age : 44 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*

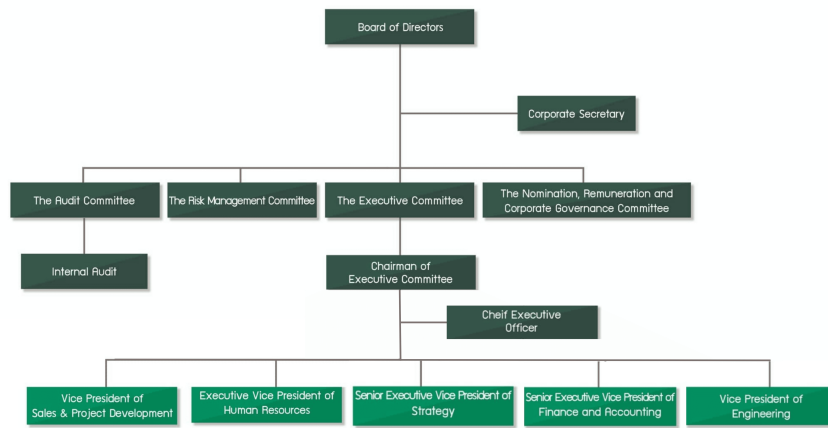
*(**) Accounting supervisor*

*(***) 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 next four executives as of date : 31 Dec 2025

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



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 have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	29,579,019.44	29,739,833.68	25,349,100.00

	2023	2024	2025
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	29,579,019.44	29,739,833.68	25,349,100.00

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

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,358,497.44	1,469,406.73	1,502,406.00
Employee Stock Ownership Plan (ESOP)	Yes	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

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 4116-21 ต่อ 401

List of the company secretary

General information	Email	Telephone number
1. Mrs. Pimwanitar Jaratpreedar	pimwanitar@scan-inter.com	0 2503 4116-21

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Nuttakit Boonmee	nuttakit@scan-inter.com	0 2503 4116-21

List of the head of the compliance unit

General information	Email	Telephone number
1. Mrs. Pimwanitar Jaratpreedar	pimwanitar@scan-inter.com	0 2503 4116-21

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Sukanya Onwongsa	sukanya@scan-inter.com	0 2503 4116-21

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	4,837,550.00	-	1. Ms. PORNTHIP RIMDUSIT Email: pornthipr@kpmg.co.th License number: 5565 2. Mr. NATTHAPHONG TANTICHATTANON Email: natthaphong@kpmg.co.th License number: 8829 3. Ms. SOPHIT PROMPOL Email: Sophit@kpmg.co.th License number: 10042 4. Mr. TREERAWAT WITTHAYAPHALERT Email: treerawat@kpmg.co.th License number: 11464

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

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

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

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHAMNARN WANGTAL	Director	23 Apr 2025	Finance & Securities, Finance, Data Analysis, Risk Management, Audit

List of newly appointed director not being replaced the ex-director

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 over the past year : No

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 through the nomination committee : Yes

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

Number of directors from major shareholders

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

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, 2024. The nomination period ends on December 31, 2025.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

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, Independent director)	Non-participating	-
2. Mr. THANCHART KITPIPIT (Director)	Non-participating	-
3. Mr. LITTEE KITPIPIT (Director)	Non-participating	-
4. Ms. NARISSARA KITPIPIT (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: IOD : Intensive Strategic Foresight • 2025: Real AI Leader 2 OCT-NOV - IC REFRESHER 2025
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: - Insight in SET: ID & AC Focus Course for Growth and Sustainability in the Capital Market The Stock Exchange of Thailand (SET)
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
7. ACM VORACHAT THARECHAT (Director, Independent director)	Non-participating	-
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)	Non-participating	-
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)	Non-participating	-
10. Mr. CHAMNARN WANGTAL (Director, Independent 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 2026 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 2025, 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 2025, 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 : 10
past year (times)

Date of AGM meeting : 23 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	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)

Names of Board members	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)	10	/	10	1	/	1		/	
2. Mr. THANCHART KITPIPIT (Director)	10	/	10	1	/	1		/	
3. Mr. LITTEE KITPIPIT (Director)	9	/	10	1	/	1		/	
4. Ms. NARISSARA KITPIPIT (Director)	10	/	10	1	/	1		/	
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)	10	/	10	1	/	1		/	
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	10	/	10	1	/	1		/	
7. ACM VORACHAT THARECHAT (Director, Independent director)	10	/	10	1	/	1		/	
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)	10	/	10	1	/	1		/	

Names of Board members	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)
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)	10	/	10	1	/	1		/	
10. Mr. CHAMNARN WANGTAL (Director, Independent director)	6	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PISIT SEREWIWATTANA (Chairman of the board of directors)	10/10 (100.00%)	1/1 (100.00%)	N/A
2. Mr. THANCHART KITPIPIT (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
3. Mr. LITTEE KITPIPIT (Director)	9/10 (90.00%)	1/1 (100.00%)	N/A
4. Ms. NARISSARA KITPIPIT (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. KANNIKA NGAMSOPEE (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
7. ACM VORACHAT THARECHAT (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
8. Mr. EKAJAI TIVUTANOND (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
10. Mr. CHAMNARN WANGTAL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	99.00%	100.00%	N/A

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

1. Mr. Chamnarn Wangtan resumed his position as a director of the Company on 23 April 2025 and was therefore entitled to attend a total of six (6) meetings.
2. The number of meetings attended includes attendance via electronic means.

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 SEREWATTANA (Chairman of the board of directors, Independent director)			300,000.00		N/A
Board of Directors (Chairman of the board of directors)	300,000.00	0.00	300,000.00	No	
2. Mr. THANCHART KITPIPIT (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination, Remuneration and Corporate Governance Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. LITTEE KITPIPIT (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Ms. NARISSARA KITPIPIT (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)			397,500.00		N/A
Board of Directors (Director)	180,000.00	0.00	180,000.00	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 (Chairman of the audit committee)	112,500.00	0.00	112,500.00	No	
Nomination, Remuneration and Corporate Governance Committee (The chairman of the subcommittee)	75,000.00	0.00	75,000.00	No	
Risk Management Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
6. Mrs. PIMWANITAR JARATPREEDAR (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
7. ACM VORACHAT THARECHAT (Director, Independent director)			300,000.00		N/A
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Audit Committee (Member of the audit committee)	90,000.00	0.00	90,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)			350,000.00		N/A
Board of Directors (Director)	180,000.00	0.00	180,000.00	No	
Audit Committee (Member of the audit committee)	90,000.00	0.00	90,000.00	No	
Nomination, Remuneration and Corporate Governance Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
Risk Management Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)			180,000.00		N/A
Board of Directors (Director)	180,000.00	0.00	180,000.00	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. Mr. CHAMNARN WANGTAL (Director, Independent director)			232,000.00		N/A
Board of Directors (Director)	108,000.00	0.00	108,000.00	No	
Audit Committee (Member of the audit committee)	54,000.00	0.00	54,000.00	No	
Nomination, Remuneration and Corporate Governance Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	
11. Ms. Kanjana Kongchaisub (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	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	1,128,000.00	0.00	1,128,000.00
2. Audit Committee	346,500.00	0.00	346,500.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination, Remuneration and Corporate Governance Committee	155,000.00	0.00	155,000.00
5. Risk Management Committee	130,000.00	0.00	130,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,825,652.17	2,081,500.00	1,759,500.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	2,825,652.17	2,081,500.00	1,759,500.00

Remunerations or benefits pending payment to the board of directors

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

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors

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

The Board of Directors has established a policy requiring directors and executives to disclose their interests upon their initial appointment and to report any subsequent changes in such information, using the form prescribed by the Board of Directors. The disclosure form is divided into four parts as follows:

Part 1: Report of interests in relation to the management of the Company and its subsidiaries

(Securities and Exchange Act B.E. 2535 (1992), Section 89/14, and Notification of the Capital Market Supervisory Board No. TorJor. 2/2555)

Part 2: Report of direct or indirect interests arising from any contract entered into by Scan Inter Public Company Limited (Public Limited Companies Act B.E. 2535 (1992), Section 88(1))

Part 3: Report of securities holdings of directors, including those of related persons and close relatives, in Scan Inter Public Company Limited (Public Limited Companies Act B.E. 2535 (1992), Section 88(2))

Part 4: Report of shareholdings of directors and executives, including those of related persons and close relatives, in other juristic persons

This is to enable the Company to maintain relevant information for compliance with the regulations concerning connected transactions. The Office of the Company Secretary shall submit a copy of the disclosure report to the Chairman of the Board and the Chairman of the Audit Committee within seven (7) business days from the date the Company receives such report.

Number of cases or issues related to conflict of interest

	2023	2024	2025
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 : Yes
inside information to seek benefits over the past year

The Company has established a policy on the use of inside information, as stipulated in its Code of Business Ethics governing conduct toward the Company and its shareholders. The policy is also incorporated into the Companys Code of Conduct to ensure that directors, executives, and employees perform their duties with integrity, responsibility, discipline, and a strong sense of accountability to the public and themselves. They are prohibited from using their positions to seek improper benefits for themselves and/or others, from misusing the Companys interests and assets for personal gain and/or the benefit of others, and from supporting any person in conducting business that competes with the Company.

The Company monitors and ensures that directors and executives do not use inside information for personal benefit, including trading in the Companys securities, particularly during the one-month period prior to the public disclosure of the Companys financial statements. The Board of Directors has assigned the Company Secretary to notify directors, executives, and employees across the Company and its affiliates of the securities trading blackout period and to remind them of the applicable disciplinary penalties during each financial reporting cycle.

In 2025, the Office of the Company Secretary sent email notifications to relevant persons regarding the Company's securities trading blackout period. No instances were found of directors, executives, or related employees trading the Company's securities during the designated blackout period.

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

	2023	2024	2025
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 monitoring of the evaluation of compliance with the anti-corruption policy

The Company strictly prohibits all forms of corruption by directors, executives, employees, as well as third parties associated with the Company, its subsidiaries, and companies under its control. Such prohibition covers offering, promising, soliciting, demanding, giving, or accepting bribes, as well as any conduct that may constitute corruption, whether directly or indirectly.

This policy applies to all business activities and transactions in every country and across all relevant entities. Directors, executives, employees, and all related third parties are required to comply with this policy at all times. The Board of Directors reviews the appropriateness of this policy at least once annually.

In 2025, the Risk Management Committee conducted a risk assessment across all business units of the Company and its subsidiaries, including associated companies. The risk register was reviewed to specifically identify risks related to corruption, separate from other risk categories. The identified risks were reported to the Board of Directors. The Quality Control Unit is responsible for monitoring compliance with the risk assessment findings.

The Company signed a declaration of intent to join the Private Sector Collective Action Coalition Against Corruption (CAC) in July 2017 and received certification as a member of the Thai Private Sector Collective Action Against Corruption on 21 November 2017. In 2025, the Company renewed its certification as a member. The Audit Committee

reviewed and endorsed the adequacy and completeness of the Company's processes, after which the CAC Council resolved to renew the certification of Scan Inter Public Company Limited as a CAC member. The certification is valid for three years from the date of approval, effective 31 March 2024, and will expire on 30 March 2027.

To ensure proper understanding and implementation of anti-corruption practices, the Company provides training on its anti-corruption policy and guidelines during orientation programs for new employees and newly appointed directors.

The policy is also documented in manuals and communicated through all Company channels, including the Company's website, notice boards, email communications, employee handbooks, and other relevant platforms, to ensure that directors, executives, employees, and associated third parties are fully informed.

Number of cases or issues related to corruption

	2023	2024	2025
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 : Yes
procedures over the past year

The Company has established channels and procedures for complaints and whistleblowing to enable all groups of stakeholders to report or file complaints regarding matters that may cause damage to the Company. Such reports shall be submitted to the Audit Committee, which has been assigned by the Board of Directors to receive and investigate such matters.

The process covers the receipt of complaints, fact-finding investigation, and conclusion of results, including the protection of whistleblowers and related persons. The purpose is to receive complaints, comments, or suggestions from stakeholders who are affected or may potentially be affected by the Company's business operations or by the performance of duties of directors, executives, and employees in relation to unlawful acts or conduct that may indicate corruption or misconduct within the organization, whether directly or indirectly.

Such acts include, but are not limited to, offering or accepting bribes involving government officials or private entities, actions that violate the Company's policies or procedures, actions that affect the Company's internal control system in a manner that may give rise to suspicions of fraud or corruption, actions causing damage to the Company's interests or reputation, as well as any conduct that violates applicable laws, ethical standards, or the Company's Code of Conduct. Upon receipt of a whistleblowing report, the Audit Committee shall report the matter to the Board of Directors accordingly.

Whistleblowing Channels

1. By mail

Chairman of the Audit Committee
 Scan Inter Public Company Limited
 355 Bond Street Road, Bang Phut Subdistrict
 Pak Kret District, Nonthaburi 11120, Thailand

2. By email

info@scan-inter.com

3. By telephone

+66 (0)2-503-4116-21

4. Via website

www.scan-inter.com

Number of cases or issues related to whistleblowing

	2023	2024	2025
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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. KANNIKA NGAMSOPEE (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 ACM VORACHAT THARECHAT (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. EKAJAI TIVUTANOND (Member of the audit committee)	5	/	5	5/5 (100.00%)
4 Mr. CHAMNARN WANGTAL (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

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 SETs law.
4. Performed audit to ensure the Companys internal audit systems are appropriate, transparent, and efficient. The performance of Dharmniti Internal Audit Company Limited, who served as the Companys 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 Companys 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 SETs 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 of Executive Committee

Meeting Executive Committee (times) : 7

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANCHART KITPIPIT (The chairman of the executive committee)	7	/	7	7/7 (100.00%)
2 Mr. LITTEE KITPIPIT (Member of the executive committee)	2	/	7	2/7 (28.57%)
3 Ms. NARISSARA KITPIPIT (Member of the executive committee)	7	/	7	7/7 (100.00%)
4 Mrs. PIMWANITAR JARATPREEDAR (Member of the executive committee)	7	/	7	7/7 (100.00%)
5 Ms. Kanjana Kongchaisub (Member of the executive committee)	6	/	7	6/7 (85.71%)
Average meeting attendance rate				(82.86%)

The results of duty performance of Executive Committee

The Executive Committee is responsible for considering and formulating the Company's and its subsidiaries mission, vision, policies, strategies, objectives, business plans, and annual budget for submission to the Board of Directors for approval.

The Executive Committee also oversees the management to ensure that business operations are carried out efficiently and effectively in accordance with the approved plans. It considers the allocation of the annual budget as proposed by management prior to submission to the Board of Directors.

In addition, the Executive Committee reviews the Company's profit and loss performance and considers the proposal of interim dividends and/or annual dividends for submission to the Board of Directors for further consideration.

Meeting attendance of Nomination, Remuneration and Corporate Governance

Committee

Meeting Nomination, Remuneration and : 5
Corporate Governance Committee (times)

List of Directors	Meeting attendance of Nomination, Remuneration and Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. KANNIKA NGAMSOPEE (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. EKAJAI TIVUTANOND (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
3 Mr. THANCHART KITPIPIT (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
4 Mr. CHAMNARN WANGTAL (Member of the subcommittee, Independent director)	3	/	5	3/5 (60.00%)
Average meeting attendance rate				(90.00%)

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 execut

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. KANNIKA NGAMSOPEE (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 ACM VORACHAT THARECHAT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. EKAJAI TIVUTANOND (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. THANCHART KITPIPIT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. LITTEE KITPIPIT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Ms. NARISSARA KITPIPIT (Member of the subcommittee)	2	/	2	2/2 (100.00%)
7 Mr. CHAMNARN WANGTAL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

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 2025, 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 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, 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 2025, 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)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<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
<ul style="list-style-type: none"> • Competitors 	<p>Treat trading partners fairly.</p>	<p>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.</p>	<ul style="list-style-type: none"> • Press Release • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<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 : No materiality topics

Over the past year, the company has reviewed its : sustainability materiality topics

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

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

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company recognizes the importance of risk management amidst changes affecting the business of the company, its group, or its stakeholders, from both internal and external factors. Risk management is a crucial component of all business processes and must be interconnected at all levels. Therefore, a Risk Management Committee has been established to define risk management policies that cover the entire organization, as well as to oversee the implementation of risk management systems or processes to control risks and mitigate their impact on the company's business. Its key responsibilities include identifying risks related to the company's business operations, establishing preventive measures, and closely monitoring them, as follows:

1. Establish risk management processes that adhere to good standards and international best practices to ensure efficient risk management, foster development, and ensure consistent risk management operations throughout the organization.
2. Promote the participation of personnel in all relevant departments/divisions within the organization to continuously analyze, review, and assess risks and their potential impacts on the organization, as well as collaboratively plan preventive and control measures appropriate to their duties, to effectively and efficiently reduce problems or avoid risks that could cause damage or loss to the organization.
3. Risks that impact 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 risk's impact, should such an event occur.
 - Manage risks in accordance with the company's risk management manual.
 - Monitor and supervise to ensure that such risks of the company are at an acceptable level and are appropriately managed.
4. Significant risks that may affect the company's business plans and strategies, with a high level of risk, 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 Risk of over-reliance on major customers in natural gas-related businesses

Related risk factors : Strategic Risk

- Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

The company conducts business related to natural gas with a single major client, PTT, which is the sole distributor of NGV gas in the country. Consequently, revenue may be affected if PTT does not contract the company.

Risk-related consequences

If PTT no longer engages companies in natural gas-related businesses, it will result in a significant reduction in the company's revenue and profit.

Risk management measures

The company has strictly adhered to its employment contracts, delivering high-quality work and services and highly efficient operations. Consequently, the company has been continuously contracted by PTT until the present. The company and PTT have maintained a strong partnership, conducting business together for over 25 years, and there has never been an incident leading to the termination of the company's contract. However, recognizing this risk, the company has expanded its customer base to include new private companies. It has continuously participated in bidding for private EPC projects both domestically and internationally, particularly in Southeast Asia. Additionally, it has enhanced its EPC service capabilities in other businesses, such as industrial liquefied natural gas (iLNG), other industrial gases like liquid nitrogen (LIN) and liquid carbon dioxide (LCO2), all three types of solar power plants (rooftop solar, solar farm, and floating solar), and construction contracting work in hydrogen (H2) projects. Furthermore, it plans to expand into other energy businesses to mitigate risks and adapt to the rapidly changing energy market.

Risk 2 Risk from changes in NGV gas price policy

Related risk factors : Strategic Risk
• Government policy

ESG risk factors : Yes

Risk characteristics

The company operates businesses related to natural gas, and its operational performance is directly linked to NGV prices. NGV prices are determined by the government and have been continuously increasing. In 2025, the highest price reached 19.59 baht per kilogram. General NGV users will not receive assistance and must purchase NGV at market-driven prices. However, for NGV prices under the "Public Transport Benefit Card Project," PTT continues to maintain the price at 15.59 baht per kilogram.

Risk-related consequences

In the event of an NGV price increase, this impacts the NGV compression business and natural gas vehicle service stations. Specifically, although revenue increases, the profit margin relative to revenue decreases, as the company's revenue and costs from NGV per kilogram increase, as stipulated in the service station establishment agreement with PTT.

Risk management measures

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

Risk 3 Risk from oil and natural gas price spread

Related risk factors : Strategic Risk
• Government policy
• Policies or international agreements related to business operations

ESG risk factors : Yes

Risk characteristics

NGV price movements, in addition to being dependent on global oil and gas prices, also encompass diesel subsidy policies or other energy and natural gas policies from the government. These factors lead to a price differential between oil and natural gas.

Risk-related consequences

This has resulted in a decrease in public incentive to use NGV. Concurrently, electric vehicles have gained increasing prominence due to being a clean energy source with a lower unit cost compared to NGV and gasoline, thereby expanding consumer choices. Consequently, the NGV compression business, 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 predicted that oil prices and NGV prices will move in the same direction in the long term. Should crude oil prices increase/decrease, gasoline and diesel prices will immediately adjust accordingly, based on crude oil prices. NGV prices will also increase/decrease, albeit at a slower rate than crude oil prices in the long term, thus preventing any significant disparity between oil and natural gas prices. Furthermore, the company retains a customer base that continues to utilize NGV as fuel, particularly industrial clients and operators of trucks and transport vehicles. Should these customer segments opt for alternative energy sources, long-term strategic planning would be imperative to address the evolving circumstances.

Risk 4 Risk of natural gas shortage

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

Businesses related to natural gas rely on natural gas as their primary raw material. Should natural gas become scarce due to any reason, such as PTT encountering difficulties in natural gas procurement, or natural gas pipeline systems being damaged, etc., these factors would inevitably pose risks or cause damage to the company.

Risk-related consequences

The company's revenue decreased.

Risk management measures

The measures to address such risks involve monitoring developments in natural gas procurement, alongside close coordination with both seller and buyer groups. This is to formulate an efficient long-term natural gas procurement plan and to identify solutions should a crisis arise. Furthermore, it includes strategic and marketing planning to ensure preparedness and to expand business opportunities in line with evolving circumstances.

Risk 5 Risk of compensation for damages from performance warranty

Related risk factors :

Operational Risk

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

Compliance Risk

- Legal risk

ESG risk factors : Yes

Risk characteristics

In the business of designing, contracting, installing, and maintaining gas equipment, including both NGV systems and industrial natural gas systems, the equipment components utilized by the company must comply with manufacturing standards and those set by relevant authorities. This is due to their operation in high-pressure environments. Furthermore, NGV possesses flammable properties. Any malfunction in the equipment's operation could potentially lead to severe damage to equipment, machinery, and personnel or customers.

Risk-related consequences

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

Risk management measures

However, the equipment manufacturer provides a 1-year warranty for equipment parts, effective from the date of delivery. Furthermore, the company calculates the probability of equipment part failure when pricing services for customers. In this regard, the company has established a provision for warranty claims in its business of designing, contracting, installing, and maintaining NGV equipment and natural gas systems for industrial use, to prevent any impact on normal operations. As of 2025, the company has no lawsuits filed or pending in court regarding warranty claims for its work.

Risk 6 The risk arising from the volatile situation in Myanmar has resulted in the company being unable to proceed with the construction of the Minbu Solar Power Project, Phases 2-4, as scheduled.

Related risk factors :

Operational Risk

- Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The Minbu Solar Power Plant Project in Myanmar officially commenced commercial operation (COD) for Phase 1 on September 27, 2019. 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 resulted in operators in various sectors being unable to conduct business as planned.

Risk-related consequences

The company was affected, rendering it unable to commence commercial operation (COD) as scheduled, which will impact its projected revenue share.

Risk management measures

The company views the unrest in Myanmar as a force majeure event, leading to the indefinite postponement of the Commercial Operation Date (COD) plan for the Minbu Solar Power Project, Phases 2, 3, and 4. Furthermore, should the project experience delays due to force majeure, the company believes that, owing to its strong relationship with the Myanmar government, there will be an opportunity to extend the Commercial Operation Date (COD). Therefore, the impact from this risk is considered low. Since Phase 1 of the project achieved Commercial Operation Date (COD), the project has received electricity payments from Myanmar monthly, as per the contract, without any delays. Moreover, the construction of key infrastructure, including the shared Substation for the entire project (Phases 1-4), has been completed and operational since the commencement of Phase 1 construction. Consequently, the construction of Phases 2-4 will not take as long as Phase 1 did.

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

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

The operational capability of electricity purchasers. Should electricity purchasers experience financial difficulties, cease operations, or declare bankruptcy, this could result in the company being unable to sell electricity as projected, potentially impacting the company's cash flow, revenue, and overall performance.

Risk-related consequences

- Revenue from electricity sales under the contract may decrease if the electricity buyer fails to comply with the contract.
- May require time and cost to find new buyers or adapt 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, with the following approaches:

1. Carefully select electricity buyers.

- Conduct financial due diligence of electricity buyers before investment, considering past performance, financial statements, cash flow, and business and industry growth trends.
- Assess the business stability of buyers and choose to contract with organizations demonstrating high potential for long-term business operations.

2. Utilize robust contract structures (Risk Mitigation Contracting).

- Define contractual terms to reduce the risk of payment default or business cessation.
- Consider using financial collateral or a Bank Guarantee where appropriate.
- Specify conditions for contract termination or transfer of rights to a new buyer in case of force majeure.

3. Diversify risk by diversifying customer groups.

- Avoid over-reliance on any single electricity buyer by diversifying investments across different industries and business groups.
- Focus on contracting with large corporations, government organizations, and highly stable industrial estates.

4. Proactively monitor and manage risks.

- Implement a Monitoring & Evaluation system to continuously track 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. Consider additional risk management options.

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

Risk 8 Factors that may cause environmental risks

Related risk factors :

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

As the company and its group of companies operate businesses related to renewable energy, including contracting for the construction of solar power generation systems, natural gas systems, the 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. This waste must be properly disposed of; otherwise, it could adversely affect communities and the environment.

Risk-related consequences

Risk of penalties for non-compliance with environmental laws. Furthermore, should the company cause environmental issues, such as improper waste disposal as legally stipulated, it may result in community stakeholders filing complaints or lawsuits against the company.

Risk management measures

The company is committed to operating its business sustainably, with a focus on efficient environmental management. Policies are established to ensure strict compliance with environmental laws by all sectors. In instances where hazardous chemicals are utilized, the company consistently obtains permits and registers with the relevant authorities. Furthermore, environmental conditions at the workplace are regularly monitored annually, as mandated by law. This commitment aims to promote the development of products and services, as well as various operations, to ensure optimal resource utilization and minimize environmental impact.

Risk 9 Factors that may cause occupational health and safety risks

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

As the company and its group of companies conduct operations that require personnel to work in specific areas, this may give rise to occupational health and safety risks, such as those associated with construction sites, transportation of hazardous materials, station services, service areas at natural gas compression stations, and solar power plants, among others.

Risk-related consequences

Risks of causing damage to property to both the company and stakeholders, and hazards that may result in company personnel sustaining minor injuries, severe injuries, or even fatalities.

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. Furthermore, the company provides training courses on workplace safety, initial fire suppression drills, fire evacuation drills, and emergency plan drills in each area, among others. All personnel are required to participate in these activities to ensure preparedness and timely response in the event of an occupational health and safety emergency.

Risk 10 Factors that may cause corruption risk

Related risk factors :

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

Due to the company's engagement in transactional coordination with both internal and external stakeholders, including but not limited to procurement, service provision, and participation in bidding processes, there is a potential for corruption to arise.

Risk-related consequences

Should corruption occur involving both internal and external stakeholders, it would lead to the loss of company assets. Furthermore, it could result in damage to the company's reputation, particularly if such actions contravene established laws or regulations.

Risk management measures

The company has established an anti-corruption policy and manages its operations in accordance with ethical business principles, strictly adhering to and complying with the company's code of conduct. The company has no policy or involvement in giving or receiving bribes or engaging in any corrupt practices.

Risk 11 Factors that may lead to climate change risks

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Due to the increasingly severe climate change, stemming from natural disasters and combustion-related pollution from engines and various materials across industrial, agricultural, and household sectors, the government has been prompted to promote and implement policies aimed at reducing carbon emissions by setting a Net Zero carbon emission target. Moreover, the prevailing trend towards a "Green Economy" is driving the "automotive industry" to transition from "internal combustion engine vehicles powered by fossil fuels" to "electric vehicles." This shift, supported by government initiatives, encourages the public to embrace clean energy, which is also environmentally friendly.

Risk-related consequences

Due to government support, entrepreneurs have shown increased interest in renewable energy businesses, leading to heightened business competition. This could pose a risk affecting both existing and new customer bases. Furthermore, the rising price of natural gas has prompted the public to increasingly shift their interest towards electric vehicles, which offer convenience and environmental benefits. Consequently, this may lead to a reduction in revenue for natural gas station businesses.

Risk management measures

- Business plans are developed, and organizational strategies are adjusted to align with changes in government policy.
- Marketing incentives are enhanced to attract new customer segments and retain the existing customer base.
- Innovation development is undertaken to create new products in line with market demands, such as EV Stations, to accommodate customers transitioning to electric vehicles.

Risk 12 Risks in the distribution of materials and equipment related to the renewable energy business

Related risk factors : Strategic Risk

- Competition risk

ESG risk factors : No

Risk characteristics

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

1. Volatility of material and equipment costs and prices

- The prices of solar cells and renewable energy equipment may be affected by fluctuating raw material costs, such as the prices of silicon, copper, and aluminum.
- 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
- Shortages of semiconductors or critical raw materials for 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 multiple distributors in the market.
- High price negotiation by customers and multiple manufacturer options lead to reduced profit margins.
- The emergence of new technologies may cause some types of equipment to become obsolete more quickly.
- Quality standards and product certification

4. Risks related to government policies and laws

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

Risk-related consequences

- Increased product costs may lead to reduced profits if sales prices cannot be adjusted promptly.
- Product shortages may cause delivery delays and loss of business opportunities.
- Competitive pressure may necessitate price reductions, affecting gross profit margins.
- Costs related to standards and certifications may be a burden to the company if additional equipment testing is required.

Risk management measures

1. Cost and Equipment Price Management

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

2. Supply Chain and Equipment Procurement Management

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

3. Customer Base Development and Expansion

- Focus on selling equipment to large-scale project clients (B2B) to alleviate price pressure in the highly competitive B2C market.
- Offer a total solution package, including installation and after-sales services.
- Maintain relationships with key clients and differentiate through value-added services.

Risk 13 Risks in the business of providing inspection and maintenance services for solar power generation systems

Related risk factors :

Operational Risk

- Safety, occupational health, and working environment

Financial Risk

- Fluctuation in return on assets or investment

Risk characteristics

The business of providing monitoring and maintenance (Operation & Maintenance - O&M) services for solar power generation systems involves the upkeep of electrical equipment, solar panels, and energy control systems to ensure efficient electricity production throughout their lifespan. However, this business faces significant risks, including:

1. Personnel Safety Risks and Operational Accidents

- Working with high-voltage electrical systems and climbing to maintain solar panels on rooftops (Solar Rooftop) carries risks of electrical accidents, falls from heights, and heat from sunlight.
- Damage to electrical equipment and the power grid system may occur if maintenance is not carried out according to standards.

2. System Performance Risks and Customer Expectations

- If maintenance fails to maintain system performance as per the contract (Performance Guarantee), it may affect customer confidence.
- Issues with solar panel quality degrading faster than expected or inverter failures may 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 time, customers may lose revenue from electricity generation.
- Shortage of spare parts or critical components, such as inverters or PV modules, may delay repairs.

4. Cost and Profit Margin Risks of O&M Business

- Higher maintenance costs or team management expenses exceeding forecasts may lead to reduced profits.
- Performance Ratio Guarantee may result in the company incurring additional costs if the system fails to operate as agreed.

Risk-related consequences

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

Risk management measures**1. Enhancing Operational Safety Standards**

- Comply with safety standards ISO 45001, NFPA 70E, and electrical safety standards.
- Conduct periodic training and skill assessments for O&M teams.
- Provide Personal Protective Equipment (PPE) and modern safety equipment.

2. Leveraging Technology to Reduce Maintenance Risks

- Utilize Remote Monitoring and AI-based Predictive Maintenance systems to proactively monitor and analyze system anomalies.
- Utilize drones for inspecting solar panels in large areas to reduce inspection time and enhance safety.

3. Customer Expectation Management

- Establish clear Service Level Agreements (SLAs), such as response times and defined repair durations.
- Maintain a customer service team and an automatic alert system for problem detection.

4. Spare Parts and Supply Chain Management

- Maintain a stock of Critical Spare Parts, such as inverters and essential equipment, to reduce maintenance waiting times.
- Enter into advance spare parts procurement contracts with suppliers to prevent shortages.

5. Cost Management and Appropriate Pricing Structure

- Adjust O&M service fee structures to be cost-effective, considering long-term maintenance costs.
- Explore outsourcing certain O&M tasks to reduce operational 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 : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with 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 : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	0.00	0.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	1.16	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

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 : No
from innovation development?

Non-financial benefits

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

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