

แบบ 56-1 E-One Report



2568
2025

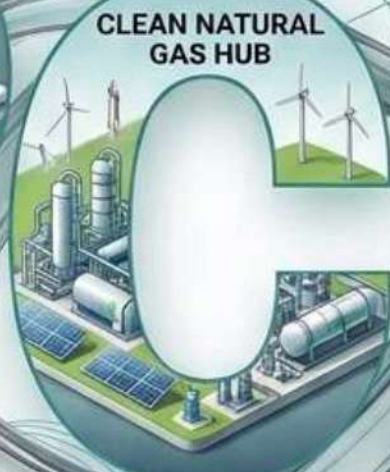


0 EMISSION
FUEL-CZLL



FUTURE
LOGISTICS

CNG



CLEAN NATURAL
GAS HUB



RENEWABLE NETWORKS

แบบแสดงรายงานข้อมูลประจำปี / รายงานประจำปี 2568
(56-1 E-One Report)

Table of Contents

	Page
Part 1 Business Operations and Performance	
1. Organizational structure and operation of the group of companies	
1.1 Policy and business overview	1
1.2 Business Operations	8
1.3 Shareholding structure	26
1.4 Number of registered capital and paid-up capital	34
1.5 Issuance of other securities	35
1.6 Dividend payment policy	36
2. Risk management	
2.1 Risk mgmt policy and plan	37
2.2 Risk factors	38
3. Business sustainability development	
3.1 Sustainability Management Policy and Targets	47
3.2 Management of impacts on stakeholders in the business value chain	49
3.3 Management of environmental sustainability	52
3.4 Social sustainability management	59
4. Management Discussion and Analysis (MD&A)	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year	66
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	67
4.3 Disclose information from the financial statements and significant financial ratios	68
5. General information and other material facts	
5.1 General information	84
5.2 Other material facts	86
5.3 Legal disputes	87
5.4 Secondary market	89
5.5 Financial institution with regular contact (only in case of debt securities offeror)	90

Table of Contents (continued)

	Page
Part 2 Corporate Governance	
6. Corporate governance policy	
6.1 Corporate Governance Policy	91
6.2 Business code of conduct (if any)	100
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	105
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others	
7.1 Corporate Governance Structure	106
7.2 Information on the Board of Directors	107
7.3 Information on subcommittees	118
7.4 Information on executives	124
7.5 Information on employees	128
7.6 Other significant information	132
8. Report on key operating results on corporate governance	
8.1 Summary of duty performance of the Board of Directors in the past year	134
8.2 Report on the results of duty performance of the Audit Committee in the past year	154
8.3 Summary of the results of duty performance of subcommittees	157
9. Internal control and related party transactions	
9.1 Internal control	161
9.2 Related party transactions	163
Part 3 Financial Statement	
Board of Directors' Responsibility Statement for the Financial Report	166
Auditor's Report	168
Financial Statements	174
Notes to the Financial Statements	184
Back up attachment	
Attachment	235

Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

Image Message from the chairman

Message From Board of Directors



In 2026, the global energy transition has reached a critical turning point in response to the intensifying impacts of climate change. Countries around the world are accelerating their efforts toward achieving net zero greenhouse gas emissions while continuously increasing investments in clean energy. In Thailand, the government has set a target to achieve carbon neutrality by 2050 and net zero emissions by 2065, alongside actively promoting clean energy adoption in the industrial and transportation sectors.

Scan Inter Public Company Limited recognizes the significance of this transformation and has proactively prepared to embrace the change under its vision of becoming a "Leading Energy Technology Innovation Provider in the Asia-Pacific Region." The Company has strategically repositioned itself as a comprehensive Green Energy Solutions Provider, with a strong commitment to driving Thailand toward long-term energy sustainability.

The Company firmly believes that clean and renewable energy will serve as the primary engine for long-term growth, driven by continuously rising demand both domestically and across the region. This growth is further supported by favorable government policies and the increasing emphasis on ESG considerations within the private sector. Scan Inter is fully prepared to play a leading role in advancing Thailand's energy sector toward a sustainable future.

On behalf of the Board of Directors and management team, I would like to express my sincere appreciation to our shareholders, customers, business partners, and all stakeholders for their continued trust and support. The Company remains committed to conducting business responsibly, with due regard for social and environmental impacts, balancing the interests of all stakeholders, and creating sustainable value for Thai society and the global community. Our aspiration is for Scan Inter Public Company Limited to remain a high-potential organization that grows sustainably and contributes meaningfully to preserving our planet for future generations.

Vision

To be the leader of energy technological innovations in Asia-Pacific Region

Objectives

- Research and develop clean and sustainable energy technology, adapt technology to create value to business
- Create satisfactory returns to investors
- Manage the quality of human resources to motivate and retain diverse team workers in the harmonious environment
- Be part of sustainable environmental development

Goals

- Find the possibilities for continuous and appropriate research and development of energy business
- Allocate sufficient and appropriate budget and create supportive environment for development
- Provide modern machines to support comprehensive research and development of the products
- Build partnership on prototype research and development, including test and assessment towards the international standards

Business strategies

- Apply patent strategies to create business advantage
- Apply the invented products which are up to the international standards in energy business
- Build the comprehensive energy service business
- Raise awareness and motivate employees to realize the importance of research and development
- Invest in environmentally friendly energy business
- Take part in creating knowledge-based society and economy for sustainable development

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none"> • The SCN-CHO Working Group has filed a lawsuit against a government agency at the Central Administrative Court, under Black Case No. 1428/2567, between SCN-CHO Working Group (the Plaintiff) and the Bangkok Mass Transit Authority (BMTA) (the Defendant). The lawsuit seeks for the Defendant to: (1) return the service fees withheld in bad faith as penalties; (2) pay interest arising from the default on payments for bus procurement; (3) pay interest arising from the default on payments for repair and maintenance services; (4) return the performance bond; and (5) compensate for damages due to loss of future profits at a rate of 35% of the maintenance service fees for 489 buses from the 6th to the 10th year. The total claim amounts to THB 1,301,067,390.97, plus legal interest. Currently, the case is under the consideration of the Central Administrative Court. • In January 2022, the Company issued Warrants to purchase ordinary shares No. 2 (SCN-W2) in an amount not exceeding 120,000,000 units. These were allocated to existing shareholders via a Rights Offering (RO) at no cost, with an allocation ratio of 1 existing share to 1 unit of SCN-W2. The first exercise date was March 29, 2024, and the final exercise date is scheduled for January 13, 2026. • In February 2024, The Company approved the issuance and allocation of up to 404,572,266 newly issued ordinary shares (par value of THB 0.50 per share) for a Rights Offering (RO). Additionally, the Company approved an increase in registered capital by an amount not exceeding THB 202,286,133, raising the registered capital from THB 666,858,399 to a new registered capital of THB 869,144,532. • In March 2025, the Company successfully redeemed the SCN253A debentures totaling THB 131.50 million. Throughout its history, the Company has maintained strict financial discipline with no record of default on principal or interest. This reflects the Company's prudent liquidity

years	Material changes and developments
	<p>management. The funds raised from debentures were efficiently utilized according to plan to strengthen the financial position and support the development of new projects aligned with the Company's growth strategy.</p> <ul style="list-style-type: none"> ● In July 2025, the Board of Directors approved the sale of shares in Contorno Co., Ltd., which holds a 68.92% stake in Scan Advance Power Co., Ltd. (a subsidiary), for a total value not exceeding THB 145.80 million to BCPG Public Company Limited (the Buyer). The Board authorized the Executive Directors to negotiate the terms of the Share Purchase Agreement (SPA). On July 14, 2025, the Company officially signed the SPA with the Buyer. ● The Company won the bidding for natural gas transportation for PTT, retaining its original service areas under two contracts (Sam Khok and King Kaew) with a transport volume of 182 tons/day, valued at over THB 82 million. This expands the Company's service coverage to three areas: Lat Lum Kaeo, Sam Khok, and King Kaew (2 zones), with a total transport volume of 224 tons/day. Combined with its industrial gas transport business, the Company has become a leading major off-pipeline natural gas logistics provider in Thailand. ● The Company secured a contract to provide outsourced labor for driving services at Suvarnabhumi Airport. The project involves 43 drivers for a 3-year contract period, with a total contract value exceeding THB 28 million. ● The Company signed a Letter of Intent (LOI)/Work Order with PTT to produce nitrogen from air for a natural gas quality improvement system for vehicles, using an air separation nitrogen generation method. The project duration is 5 years and 6 months, with a total contract value of THB 12 million. ● The Company established a new subsidiary, Scan Cheeva Gas Co., Ltd., with a registered capital of THB 1,000,000. The objective is to support business expansion into the construction of Biogas plants, as well as the production, purchase, and sale of all types of biogas. ● CIMC Enric: The Company signed an MOU with CIMC Enric Energy Equipment (Suzhou) Co., Ltd. to establish a foundation for clean energy cooperation. The partnership focuses on feasibility studies for LNG for the transportation sector and LBM (Liquid Bio-Methane) for the industrial sector in Thailand, aiming to significantly reduce production and logistics costs. ● Asia Pacific Zhejiang Aiko Solar: The Company signed an MOU with Asia Pacific Zhejiang Aiko Solar Co., Ltd., an innovator in solar energy, to develop solar projects and procure solar panels in Thailand under the Feed-in-Tariff (FiT) Program. ● The Company remains committed to researching and developing new products and services to support Thailand's transition toward clean energy production and consumption. By leveraging over 20 years of expertise in engineering design and energy technology, the Company aims to advance the use of clean fuels in the transport and industrial sectors. Strategic focus areas include: <ul style="list-style-type: none"> ○ Biogas and Liquefied Natural Gas (LNG) for transportation. ○ LNG Filling Stations: Planning to invest in at least 2 LNG stations for transport by 2026. ○ Hydrogen Production and other renewable energy sources under feasibility study, such as Waste-to-Energy (WTE) and Wind Power projects.
2024	<ul style="list-style-type: none"> ● The Board of Directors of SCN-CHO has resolved to terminate the contract for the purchase and maintenance of 489 natural gas (NGV) air-conditioned buses with the Bangkok Mass Transit Authority (BMTA) under Contract No. R.51/2560, dated December 2017. The main reason for this termination is BMTA's delayed payments, which forced the joint venture to secure additional

years	Material changes and developments
	<p>funding to maintain project liquidity, thereby increasing operating costs. Furthermore, the delayed payments also affected the delivery timeline, resulting in additional penalties. By canceling this contract, the company can mitigate the risk of further penalties.</p> <ul style="list-style-type: none"> ● The company is issuing the 3rd tranche of warrants to purchase ordinary shares ("SCN-W3 Warrants") totaling up to 403,053,213 units for allocation to existing shareholders on a pro-rata basis (Right Offering) at no cost. The allocation ratio is 3 existing shares per 1 SCN-W3 warrant. The first exercise date is set for March 29, 2024, while the final exercise date is November 26, 2024, marking the warrant's 9-month maturity period from the issuance date. ● The iCNG business has seen sales growth, reaching a maximum daily transport capacity of over 5,619 million BTU. The compressed natural gas for the industrial sector (iCNG) recorded a daily transportation increase of 5,619 million BTU, generating over THB 12 million in additional revenue, representing a 9% year-over-year growth due to an expanded customer base. Thai-Japan Gas Network Co., Ltd. (TJN) continues to see promising future growth prospects following its partnership with Japan's Toho Gas Company Limited and Shizuoka Gas Company Limited. ● Scan Advance Power Company Limited is preparing for an IPO in the renewable energy sector, with two additional projects commencing commercial operations (COD) in Q1, bringing the company's total power generation capacity to 23 megawatts. ● Scan Advance Power Company Limited has added two more projects to its commercial operations (COD), bringing the total number of COD projects to 31, with an installed capacity of 23 megawatts. To date, 19.5 megawatts have been installed. Moreover, SAP is preparing to file for an initial public offering (IPO) on the Market for Alternative Investment (mai). ● The company has received full compensation following a gas well dispute with ECO Orient Energy (Thailand) after the Supreme Court ruled in favor of SCN, ordering compensation of THB 49.6 million. The Supreme Court upheld the arbitral tribunal's decision dated March 22, 2021, ruling in favor of SCN in a dispute against ECO Orient Resources (Thailand) Co., Ltd. (ECOR) for failing to supply gas under the Gas Sales and Purchase Agreement for Associated Gas from a gas well in Phetchabun province. The agreement stipulated a supply of 700,000 cubic feet per day for 10 years. Additionally, ECOR failed to provide a suitable alternative gas well as per the contract, leading to the THB 49.6 million compensation for breach of contract. ● The company successfully won a bid for operations and maintenance (O&M) of natural gas service stations in Zones 1 and 2, expanding its coverage of PTT's natural gas stations from 75% to 100% nationwide. This includes stations in Bangkok, its metropolitan area, and other regions. The contract is for two years, with a total value of over THB 226 million. The company will begin operations and recognize revenue under the new contract from January 2025, reaffirming its leadership in NGV station maintenance services, continuously earning trust from PTT. ● The company has also won two additional natural gas transportation contracts for PTT, specifically for the Lat Lum Kaeo 2 and King Kaew 2 projects, increasing transportation capacity by 142 tons per day, with a contract value exceeding THB 150 million. This brings the company's total transportation coverage to eight locations: Lat Lum Kaeo (2 sites), Lam Luk Ka, Sam Khok (2 zones), Chiang Rak Noi, and King Kaew (2 zones), with a total gas transportation capacity of 842 tons per day. Including industrial gas transportation, the company has become Thailand's largest non-pipeline natural gas transporter. ● The company has added four more rooftop solar power projects to its commercial operations (COD), including projects with Pluk Phak Phor Rak Mae Public Company Limited and Thai-Japan

years	Material changes and developments
	<p>Gas Network Co., Ltd. The total number of COD projects has now reached 33, with an installed capacity of 19.5 megawatts out of a total available capacity of over 20 megawatts. Several other projects are under development and are expected to commence COD in the future, supporting sustainable and stable growth in the company's renewable energy business.</p> <ul style="list-style-type: none"> The company has begun feasibility studies on a new natural gas business, specifically blue hydrogen production from natural gas. This initiative aims to provide hydrogen as a fuel source for specific industries, ensuring sustainable business growth in the future.
2023	<ul style="list-style-type: none"> The Company sees an opportunity to expand its business from the construction of service stations. By expanding the scope of construction to service stations and facilities within gas stations, the company was selected as the winning bidder for the renovation and construction of PTT Life Station Phase 2, Wang Chan Branch. Wang Chan District, Rayong Province (COCO) worth more than 99 million baht. SCN becomes the number one of NGV transportation which own 3 contracts in 6 coverage areas Lat Lum Kaeo, Lam Luk Ka, Sam Khok 1, Sam Khok 2, Chiang Rak Noi, and King Kaew for total 700 Metric Ton per day as the detail below <ol style="list-style-type: none"> NGV Transportation Project in Bangkok and Metropolitan Area 2 for private NGV station Lat Lum Kaeo and Lam Luk Ka at 330 Metric Ton per day (Contract Value 180 million Baht) NGV Transportation Project as Third Party Logistics (TPL) for private NGV station King Kaew at 100 Metric Ton per day (Contract Value 110 million Baht) NGV Transportation in Bangkok and Metropolitan Area 3 for private NGV station Sam Khok 1, Sam Khok 2, and Chiang Rak Noi for 270 Metric Ton per day (Contract Value 195 million Baht) SCN is the biggest NGV transportation company directly own the contract from PTTPLC at the minimum contract period for 2 years and start recognizing the income since July 2023 Scan Advance Power (SAP) is on track to filing to Stock Market MAI with Asia Plus from Solar Private PPA business. SAP has 29 contracts that have already COD, and 7 contracts are going to COD to increase the capacity portfolio to 19.6 MW.
2022	<ul style="list-style-type: none"> The Company has sold its shares to a subsidiary, Thai-Japan Gas Network Company Limited (TJN) to “Shizuoka Gas Company Limited (SZG)” in the proportion of 49% of all shares sold with a bid price for the whole project of 639-million-baht, registered capital of 412 million baht to cooperate in expanding the natural gas business internationally and expand iCNG and iLNG customer base. iCNG sales volume from 5,000 MMBTU per day is expected to increase to 10,000 MMBTU per day. The Company has grant the issuance of the Warrants to Purchase the Ordinary Shares of Scan Inter Public Company Limited No.1 (“the SCN-W1 Warrants”) in amount of not exceeding 120,000,000 units to the existing shareholders of the Company proportionate to their respective shareholding (Right Offering) with free of charge the allocation ratio of 10 existing shares per 1 unit of the SCN-W1 Warrants. In this regard, the first exercise date shall be March 31, 2022 and the last exercise date shall be on 1-year anniversary of the issuance and allocation date of the SCN-W1 Warrants.

years	Material changes and developments
	<ul style="list-style-type: none"> • Pharmaceutical Plants Company Limited (registered to change the name from Scan Medi Herb Company Limited on March 9th, 2022), which is a subsidiary of the Company has joined with the new partner to expand the largest indoor commercial hemp business in Thailand. Nowadays, Royal Defense Company Limited, as a new investor, is very interested in the returns of Pharmaceutical Plant Company Limited. This could estimate the value of Pharmaceutical Plants Company Limited at 240 million baht. Later, Royal Defense Company Limited bought 20% of the capital increase shares, worth 48 million baht. The result of this is that SCN owns 46.36% of the total investment of 2.5 million baht. In addition, this hemp business project has already received a license to grow commercial hemp in indoor, which is the one of the largest indoor cannabis cultivations in Thailand. Currently, the factory area is being renovated to be used for medical grade hemp cultivation. • The Company has sold all its shares in proportion of 51% of the total number of shares sold in Scan ICT Company Limited, a subsidiary to the existing shareholders. • The Company has issued and offered debentures, named “Debentures of Scan Inter Public Company Limited No. 1/2022, due 2025” with the total amount of 300 million baht. There is a fixed interest rate at 5.50% per year throughout the debenture tenor. • Toho Gas joint venture of the Company invested through Thai-Japan Gas Network Company Limited (TJN), a joint venture between the Company and Shizuoka Gas Company Limited, Japan to operate the business of industrial compressed natural gas (iCNG) and liquefied natural gas (iLNG) in Thailand. This joint investment between the two Japanese companies that is a great collaboration to enter the market both in Japan and overseas, especially the iCNG business in Thailand. Because both companies are considered leaders in the business and have earned the trust of customers as well, together with modern technology along with the knowledge to access advanced energy use to strengthen the sales team to be able to penetrate the Thai market effectively. • There shall be 6 more COD solar rooftop power generation projects, bringing the total COD to 24 projects, 18 MW from the total capacity in hand of more than 24 MW, electricity tariff (Ft) up to 6,621.6%. • The Company has restructured its shareholding in Scan Earth Power Company Limited (SEP) to be in the renewable energy business as Scan Advance Power Company Limited (SAP). The Company sold 9,997 shares directly held in SEP or equivalent to 99.97 percent to Contorno Company Limited (CCL), a subsidiary of the Company, by directly holding 99.99 percent of the total shares of CCL. • The Company was successful in submitting the bidding and expanding the maintenance area of 183 NGV stations nationwide in Bangkok and its vicinity, including the region. Accounting for 75 percent of all station maintenance (NGV) contracts, the total contract period is 2 years, with a total contract value of more than 240 million baht. Also, the Company recognized revenue from this new contract from January 2023 onwards, showing the potential as a leader in natural gas (NGV) production and service that continues to be trusted by PTT.

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No
conditions?

1.1.5 Company information

Company name : SCAN INTER PUBLIC COMPANY LIMITED

Symbol : SCN

Address : 355 Bond Street, Bang Phut, Pak Kret

Province : Nonthaburi

Postcode : 11120

Business : The Company focuses on energy business, especially the fully integrated natural gas. The Company's services consist of Private Mother Station Business, Third Party Logistics Business, Private Brand Station Business, Design, Manufacturing, Construction, Installation and Maintenance of NGV instruments, Installation of NGV & LPG Conversion System Business, Auto Dealer Business, Renewable energy Business, and other business such as CO2 Trading Business, Convenience Store Business, and Glass for Construction, Battery for Automobile, and Other Materials Trading Business.

Registration number : 0107557000314

Telephone : 0-2503-4116-21

Facsimile number : 0-2503-4400

Website : www.scan-inter.com

Email : info@scan-inter.com

Total shares sold

Common stock : 1,213,722,350

Preferred stock : 0

1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	1,878,170.00	1,533,524.00	1,329,976.00
Renewable Energy Business (thousand baht)	211,260.00	48,565.00	40,116.00
Natural gas business (thousand baht)	1,033,870.00	902,325.00	816,451.00
Automotive Business (thousand baht)	155,670.00	35,317.00	0.00
Transportation business (thousand baht)	187,740.00	367,207.00	313,367.00
Others (thousand baht)	289,630.00	180,110.00	160,038.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Renewable Energy Business (%)	11.25%	3.17%	3.02%
Natural gas business (%)	55.04%	58.84%	61.39%
Automotive Business (%)	8.29%	2.30%	0.00%
Transportation business (%)	10.00%	23.95%	23.56%
Others (%)	15.42%	11.74%	12.03%

By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	1,878,170.00	1,533,524.00	1,329,976.00
Domestic (thousand baht)	1,878,170.00	1,533,524.00	1,329,976.00
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	190,138.00	132,681.00	74,211.00
Other income from operations (thousand baht)	105,834.00	132,681.00	74,211.00
Other income not from operations (thousand baht)	84,304.00	0.00	0.00

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

	2023	2024	2025
Share of profit (thousand baht)	37,049.00	36,602.00	228.00

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

The Company operates a fully integrated energy business, as both an investor and developer of solar power plants, including the trading of electricity from solar energy to private customers. The Company also operates businesses related to natural gas, including compressed natural gas for industry (iCNG), liquefied natural gas (iLNG), natural gas vehicle (NGV) and oil service stations, private mother stations (PMS), natural gas quality improvement, service station maintenance and distribution of natural gas-related equipment, automotive, transportation, and other businesses. Currently, the business segments are as follows:

Natural gas station and pipeline construction business

The Company started its business as a contractor for the construction of factories, gas stations, and oil depots more than 35 years ago. Today, with the potential of our expert engineers, as well as the development and advancement of technology and work innovations, the Company has expanded its construction business into various branches, including natural gas stations, natural gas pipeline systems, and a full range of industrial gas systems.

Currently, the Company has constructed more than 320 oil and natural gas stations, natural gas pipeline systems, and industrial gas systems, with a total value of over 5,577 million baht.

The Company has provided construction and installation services for NGV refueling equipment to 135 NGV stations out of a total of 505 stations in Thailand. The Company has also been awarded contracts to construct 11 Mother Stations for PTT out of 17 stations nationwide, including natural gas pipeline systems and industrial gas systems, such as the procurement and installation of pressure regulating and metering stations for natural gas, and the construction of natural gas distribution pipeline systems.

The Company has an advantage in the design, manufacturing, contracting, installation, and maintenance of NGV stations in terms of equipment costs. This is because the Company can procure and manufacture natural gas equipment sets quickly by itself, ordering only key equipment and materials such as Piston Rods, Heat Exchangers, and Motors. In addition, the Company also provides a warranty on parts or equipment. The warranty period offered to customers is the same as the warranty period received by the Company from its suppliers to reduce the risk of liability for equipment damage.

Solar Power System EPC

Scan Inter Public Company Limited is a leader in the development and installation of solar power generation systems, trusted by leading customers across the country. Currently, the company has implemented solar cell system installation projects covering households, industrial businesses, and public utilities. It has contributed to the private sector's ability to reduce energy costs and increase the sustainable use of clean energy.

The company offers a turnkey solution that makes solar cell installation easy and efficient, covering from

- Consulting – Analyze and design power generation systems that are suitable for customers' energy consumption.
- System Survey and Design – Conduct site surveys and design electrical systems with international engineering standards.
- Installation and Permitting – Installation is carried out by a certified team, along with obtaining permits from relevant agencies.
- Operation and Maintenance (O&M) – A Monitoring and Operation & Maintenance (O&M) team is available to ensure the system operates at peak efficiency throughout its lifetime.

The company is committed to providing services with standards to ensure that customers receive the highest quality and safety power generation systems. The design of the power generation system is tailored to the customer's energy consumption, effectively reducing electricity costs. A team of experts is available to provide free consultation for customers interested in installing solar cells. The company will conduct site surveys, analyze cost-effectiveness, and design systems to meet their needs, including installation supervision and system inspection to comply with

IEEE, IEC, and international power engineering standards. The equipment used is certified to quality standards and installed by a team of safety-certified experts to ensure that the system can generate electricity efficiently throughout its lifetime. It also provides real-time system performance monitoring and can alert in case of abnormalities, with a maintenance team that can quickly resolve the issue.

With a commitment to promoting clean energy use and supporting sustainable business development, Scan Inter Public Company Limited is ready to be an energy partner that helps customers reduce energy costs, increase competitiveness, and be a part of sustainable global warming reduction.

Renewable Energy Business

The Company is an investor and builder of turnkey solar power plants. The Company has experience in operating solar power plants both domestically and internationally, totaling over 246.27 megawatts. The Company also uses advanced technology from international manufacturers who specialize in the production of solar energy equipment to achieve maximum efficiency and effectiveness. The 220-megawatt power generation capacity is a solar power plant project in Minbu, Myanmar. In 2019, the project was completed with a power generation capacity of 50 megawatts, and the remainder will be completed in 2026. A power purchase agreement has also been signed with the Myanmar government for a total period of 30 years. In addition, two solar power plant projects in Thailand with a combined capacity of 6.27 megawatts have already been commercially operational (COD). The Company has partnered with highly experienced and skilled partners to invest in power purchase agreements from both government and private sectors (including households) for solar energy, and is moving forward to expand its production capacity to 300 megawatts by 2025.

Scan Inter Public Company Limited recognizes the importance of renewable energy and sees an opportunity to invest in clean energy to create added value and sustainability in Thailand's energy sector. The Company focuses on developing solar energy projects through Private Power Purchase Agreements (P-PPA), including solar power plant projects and the distribution of equipment related to renewable energy.

1. Minbu Solar Power Plant Project, Myanmar

From its experience and expertise in solar power plants, the Company decided to invest in a 220-megawatt solar power plant project in Minbu, Myanmar, on an area of over 3,000 rai. This project was established to support the development of Myanmar's new capital city, "Nay Pyi Taw", which requires a large amount of electricity. Currently, Scan Inter Public Company Limited holds a 40% stake in Green Earth Power Thailand Company Limited (GEP). On June 28, 2018, the Company entered into a share purchase agreement for 30% of GEP, and on December 24, 2019, the Company acquired an additional 10% stake. GEP holds a 100% stake in GEP (Myanmar) Company Limited (GEPM), which was awarded a Build-Operate-Transfer (BOT) concession to develop and operate the project and signed a Power Purchase Agreement (PPA) with Electric Power Generation Enterprise (EPGE) for a total period of 30 years from the commercial operation date of Phase 1. The construction of the project is divided into 4 phases. On November 15, 2019, the Company received an official Commercial Operation Date (COD) notification for Phase 1, which has a capacity of 50 megawatts and can immediately recognize revenue retroactively from September 27, 2019 onwards.

2. Investment in Private Power Purchase Agreement (P-PPA)

The Company has invested in Scan Advance Power Company Limited (SAP), a subsidiary of Scan Inter, holding a 58.69% stake to operate a Private Power Purchase Agreement (P-PPA) business, a business model that allows the private sector to install and use solar energy without having to invest all of the capital themselves. The Company is committed to generating electricity with maximum efficiency and reasonable costs to promote the use of clean energy in the business and industrial sectors.

To date, Scan Advance Power Company Limited has signed a total of 36 P-PPA contracts, representing a total capacity of over 20 megawatts, and aims to expand its capacity to 50 megawatts by 2027, in line with government policies that support renewable energy production and becoming Net-Zero Carbon in 2050 (B.E. 2593).

3. Bang Phasee Solar Power Plant Project, Nakhon Pathom Province

The Company has collaborated with the Bang Phasee Women's Agricultural Cooperative as a project supporter and has been selected to install and sell electricity with a capacity of 5 megawatts in Bang Phasee Subdistrict, Bang Len District, Nakhon Pathom Province, under the solar power generation project installed on the ground for government agencies and agricultural cooperatives. The power plant began delivering electricity to the commercial system (COD) on December 29, 2016, and began recognizing revenue from electricity sales to the Provincial Electricity Authority from January 10, 2017 onwards.

The study found that Bang Len District, Nakhon Pathom Province, has an average annual solar irradiance of approximately 18.77 megajoules per square meter per day, with a maximum of 25 megajoules per square meter per day (Department of Alternative Energy Development and Efficiency, solar irradiance data for Thailand from satellite data from 1993-1998). The project has a total duration of 25 years and can generate at least 20,000 units of electricity per day. In addition, the Company has taken out insurance coverage to protect against damage to the project, such as damage to solar panels, damage to equipment due to natural disasters.

4. Bang Talat Solar Power Plant Project, Kalasin Province

On January 15, 2018, the Company acquired V.O.NET Biodiesel Asia Company Limited (VON), which has one 1.267 megawatt solar power plant located in Hua Na Kham Subdistrict, Yang Talat District, Kalasin Province. The power plant began delivering electricity to the commercial system (COD) on June 25, 2014, at a base electricity rate plus an Adder of 6.50 baht per unit for a period of 10 years. Currently, the project continues to sell electricity to the Provincial Electricity Authority.

5. Distribution of Materials and Equipment Related to the Renewable Energy Business

The Company therefore sees an opportunity to become a leading importer and distributor of materials and equipment related to the renewable energy business in a comprehensive manner. Since June 2020, the Company has been the supplier of all equipment and spare parts to Thai Advance Solar Company Limited ("TAS"), which is the contractor for the design and installation of the rooftop solar system of Scan Advance Power Company Limited. The Company will also be the supplier of equipment for projects according to the capacity expansion target of Scan Advance Power Company Limited. In addition, the Company has expanded its customer base to companies involved in other renewable energy businesses. Currently, the Company has developed cooperation to become an official distributor of major equipment such as solar panels, inverters, wires and cable trays, as well as various mounting equipment in a variety of brands.

6. Solar Power Generation System Inspection and Maintenance Service Business

The Company has accumulated experience and expertise, including recognizing the importance of care and maintenance of solar power generation systems to ensure that they can operate at maximum efficiency throughout their long service life. The Company therefore provides comprehensive Monitoring and Operation & Maintenance (O&M) services, focusing on efficient system management to reduce energy loss and increase return on investment for customers, both in terms of Preventive Maintenance (PM) and Corrective Maintenance (CM). The Company has a team of experts and modern analytical tools to ensure that the solar power generation system operates stably and with maximum efficiency.

Scan Inter Public Company Limited is committed to being a leader in the renewable energy business and is ready to support the transition to clean energy to create sustainability for Thailand and the world in the long term.

Natural gas business

The natural gas-related business is the Company's core business and generates consistent revenue, even though the current natural gas situation in Thailand has seen a decline in total national consumption while selling prices have increased. This is due to the government's lack of policies to promote and support the use of natural gas. However, the Company recognizes natural gas as a vital resource for the country, benefiting transportation, serving as a crucial energy source for industrial factories, and being environmentally friendly by not contributing to air pollution such as PM2.5. Therefore, the Company remains committed to developing and promoting new innovations to meet the diverse needs of natural gas use in both the transportation and industrial sectors. The Company firmly believes that natural gas remains a favorable option for consumers. The natural gas-related business consists of:

1. Industrial Compressed Natural Gas (iCNG) Business

The industrial compressed natural gas (iCNG) business involves the distribution of natural gas directly to industrial factories by providing compressed natural gas transportation services through transport vehicles, similar to customers using natural gas from pipelines. The main customer groups are industrial customers located outside the natural gas pipeline, customers located on the pipeline who require backup fuel in case of emergencies (energy security), industrial customers who are waiting for the pipeline construction process, and industrial factories that focus on environmental conservation. This business commenced operations in Pathum Thani Province in April 2015. In 2016, the iCNG business gained recognition and popularity among large industrial factories, resulting in a continuous increase in industrial customers until the Company achieved the largest market share in Thailand. Due to the success factors in expanding the customer base to new industrial customers and existing customers increasing their production capacity, iCNG has become widely recognized and trusted in the industrial sector. Currently, the iCNG business is operated by Thai-Japan Gas Network Company Limited.

2. Liquefied Natural Gas (iLNG) Business

On February 20, 2020, the Company signed an iLNG sales and purchase agreement with PTT to expand its customer base to industrial users located off the natural gas pipeline network. This aligns with the high demand from industrial customers in this market segment. iLNG is a clean and completely combustible fuel with a higher heating value than other fuels, making it cost-effective and environmentally friendly.

The Company signed iLNG sales and purchase agreements with these industrial customers in April 2021 and commenced commercial gas sales in January 2022, under the operation of Thai-Japan Gas Network Company Limited.

3. Private Mother Station (PMS) and Natural Gas Quality Improvement Business

The Company operates a mother station, which is a station located along the natural gas pipeline, providing natural gas compression services for NGV transport vehicles to transport to daughter stations that are not located along the natural gas pipeline. The Company's customer is PTT.

The Company's mother station is located on Bang Bua Thong - Bang Pa-in Road, Bang Krabeu Subdistrict, Sam Khok District, Pathum Thani Province, on a land area of 20 rai, 2 ngan, and 76.5 square wah, which is owned by the Company. It has a total compressed natural gas production capacity of approximately 643 tons per day and operates daily. There are 30 natural gas filling points for transport vehicles, allowing 30 NGV transport vehicles to simultaneously refuel with natural gas 24 hours a day.

The Company receives natural gas compression fees under a natural gas compression service agreement, which is equal to the sum of the availability payment (AP) and the energy payment (EP). AP refers to the compensation for the investment cost of the mother station, which is a fixed rate per kilogram of compressed natural gas throughout the

contract period. EP refers to the operating expenses, which vary directly with electricity costs, the US dollar exchange rate, and the domestic consumer price index. EP is adjusted annually based on changes in these variables.

Due to the varying quality of natural gas received from pipelines, the Company has implemented a natural gas quality improvement project by blending carbon dioxide (CO₂) with natural gas. This is because natural gas has a higher heating value than the standard set by the Department of Energy Business, Ministry of Energy, before it can be sold.

Currently, the Company provides natural gas quality improvement services at private mother stations (PMS) to PTT and other private natural gas vehicle stations, including the Company's own gas quality improvement at its private brand station (PBS) in Sam Khok District, Pathum Thani Province, since September 2015 onwards.

4. Station Maintenance and Natural Gas Equipment Sales Business

The Company provides comprehensive maintenance services for NGV stations, industrial natural gas service systems, and gas receiving stations for industrial customers located off the pipeline network. This includes the production and procurement of materials and equipment for installation at NGV stations. The natural gas equipment set consists of compressors, heat exchangers, motors, gas tanks, dispensers, and more. Additionally, the Company provides the production, procurement, installation, and maintenance of natural gas service systems for industrial customers, ranging from natural gas pipelines, pressure control stations, and gas metering systems to the point of use. The Company also provides these services to off-pipeline industrial customers for the construction of gas receiving stations for storing iCNG and industrial liquefied natural gas (iLNG).

In addition, the Company provides maintenance services for NGV stations to ensure continuous operation and maintain efficiency throughout the operating period. Currently, the Company is responsible for providing maintenance services for NGV stations to both PTT and private stations, totaling over 200 stations. The Company will inspect and replace equipment according to the preventive maintenance schedule. If the equipment is damaged due to a shutdown of the natural gas compressor, the Company will be responsible for procuring spare parts for replacement within the specified timeframe (breakdown maintenance), which is a service provided under a contract for the maintenance of NGV equipment with customers. The scope of service is defined by the period of operation or the maintenance budget.

The Company also provides gas tank testing services, which adhere to the standards governing the use of tanks for NGV storage and transportation in Thailand (Department of Land Transport, 2009) and ISO 11623, BS EN 1968. These standards stipulate that every 5 years from the first day of use, gas tanks must undergo quality inspections. Currently, tanks used in this manner in Thailand have started to reach the end of their service life.

In addition to providing design, production, installation, contracting, and maintenance services for NGV equipment, the Company also installs natural gas tanks in transport trailers. Customers for this type of work are typically private companies that provide NGV transportation services.

5. Natural Gas Vehicle (NGV) and Service Stations Business)

As of December 31, 2025, Scan Inter Public Company Limited had 5 natural gas vehicle stations, which are conventional stations. *(Additional Illustration 1)*

Furthermore, the Company operates service stations within its NGV stations to provide comprehensive and convenient services to all customer groups. As of September 30, 2024, the Company had a total of 3 service stations: Kao Kong Petroleum Service Station in Rayong Province, Nam Phong Service Station in Khon Kaen Province, and Emmy Service Station in Prachinburi Province. These stations operate under the Bangchak brand, offering fuel retail and convenience stores (Tops Daily and Inthanin).

Diagram of Natural gas business

	Service Stations/ Companies	Brand	Type of Station	Production Capacity (kg/day)	Loction	Station
1	Scan Inter Public Company Limited	Scan Inter	Conventional Station	23,000	Pathum Thani	Open for Service
2	Kaokong Petroleum Company Limited	Scan Inter	Conventional Station	17,000	Rayong	Open for Service
3	Nam Phong NGV 2558 Company Limited	PTT	Conventional Station	10,000	Khon Kaen	Open for Service
4	Siam Vasco Chainat 1 Company Limited	Scan Inter	Conventional Station	13,000	Chainat	Open for Service
5	NT Energy Gas Company Limited	PTT	Conventional Station	10,000	Prachin Buri	Open for Service
รวม				73,000		

Natural Gas for Vehicles (NGV) and Service Stations Business (See Additional Image 1)

Automotive Business

On behalf of the SCN-CHO joint venture, we are responsible for the repair and maintenance of 489 buses for the Bangkok Mass Transit Authority (BMTA). The joint venture won the auction in 2019 and has already delivered all 489 NGV buses to the BMTA. The repair and maintenance of the buses will continue until March 2024.

Transportation business

1. Domestic Transportation Business

Scan Inter Logistics Company Limited operates a transportation and cargo handling business in the Laem Chabang deep sea port area and the Map Ta Phut Industrial Estate, including other industrial estates in Rayong Province and nearby provinces. Scan Inter Logistics Company Limited is also a transporter of raw materials for improving the quality of natural gas to the natural gas station for vehicles in Sam Khok District, Pathum Thani Province, and the natural gas station for vehicles in Nikhom Phatthana District, Rayong Province, which are the Company's natural gas stations under the name of Kao Kong Petroleum Company Limited. This is to improve the quality of natural gas to meet the standards set by the Department of Energy Business, Ministry of Energy, and is considered a highly complementary business. In addition, the Company also provides transportation services for liquefied gases, including liquid carbon dioxide, liquid oxygen, liquid nitrogen, or liquid argon, as well as providing personnel services in the hazardous materials transportation group, such as Praxair (Thailand) Public Company Limited and Linde (Thailand) Public Company Limited. This represents an expansion of the transportation business, which continues to grow steadily.

2. NGV Transportation Business (Third Party Logistics (TPL))

The Company provides natural gas transportation services for NGV vehicles from PTT Public Company Limited's main natural gas stations (PMS) in the vicinity of Bangkok, such as Pathum Thani Province and Samut Prakan Province, to daughter stations in various areas as agreed upon by the Company and PTT under the contract for the transportation of natural gas for vehicles between the Company and PTT. This encompasses a total of 8 transportation areas: Lat Lum Kaeo (2 areas), Lam Luk Ka, Sam Khok (2 areas), Chiang Rak Noi, and Kingkaew (2 areas). The NGV transport trucks must undergo inspections in accordance with the safety standards of PTT, the Department of Land Transport, and the Department of Energy Business.

The Company places the utmost importance on safety in NGV transportation. The Company has implemented a Supervisory Control And Data Acquisition (SCADA) computer system to monitor, control, and collect data through the Global Positioning System (GPS) to track transport vehicles in order to know their current location, as well as measure the distance traveled along with measuring the speed of the vehicle, with a speed limit of 60 kilometers per hour. In addition, the Company also provides 2 employees per vehicle along with a Real-time In-Vehicle-Monitoring-System (IVMS) consisting of 4 cameras (front of the vehicle, passenger compartment, and left-right sides of the truck head)

along with a driving behavior recording system and a Real-time communication system with the driver, as well as fatigue and eye-tracking devices with a Real-time warning system to assist in route viewing and operations during the natural gas connection and transfer stages to the daughter stations. This enables the Company to manage NGV transport vehicles efficiently and with maximum safety, resulting in no serious accidents.

In 2023, the Company won the bidding for the natural gas transportation contract for the Bangkok and vicinity 3 area (Sam Khok 1, Sam Khok 2, Chiang Rak Noi) for a period of 2 years, with a contract value of approximately 220 million baht, starting from September 1, 2023, until December 23, 2025.

Natural gas transportation for vehicles (Third Party Logistics – TPL) in the Kingkaew 1 main natural gas station area for a period of 2 years, with a contract value of approximately 80 million baht, starting from December 24, 2023, until December 23, 2025.

Transportation contract for Bangkok and vicinity 2 (Lat Lum Kaeo 1, Lam Luk Ka) for a period of 2 years, with a contract value of approximately 190 million baht, starting from July 20, 2023, until August 31, 2025.

In 2024, the Company won the bidding for the natural gas transportation contract for the PTT Lat Lum Kaeo 2 main station area for a period of 2 years, with a contract value of approximately 100 million baht, starting from July 1, 2024, until June 30, 2026.

In 2023, the Company won the bidding for the natural gas transportation contract for the Kingkaew 2 main station area for a period of 2 years, with a contract value of approximately 100 million baht, starting from July 20, 2023, until July 31, 2025.

3. iCNG Transportation Business

The Company has been transporting iCNG gas for the natural gas business, transporting it from the Company's main natural gas station located in Sam Khok District, Pathum Thani Province, to industrial customers located outside the natural gas pipeline network or those awaiting pipeline construction, as well as industrial factory customers who focus on environmental conservation. Currently, the Company operates through Thai-Japan Gas Network Company Limited, a joint venture company.

Other

Carbon Dioxide Gas Trading Business

Siam Vasco Co., Ltd. operates a carbon dioxide gas trading business. The target customers are private companies, such as NGV station service providers, who need to use carbon dioxide gas to adjust the heating value index of natural gas from different sources. This is because natural gas from eastern sources has a higher heating value index than western sources.

Glass, Battery and Other Materials Trading Business

Siam Vasco Co., Ltd. and Contorno Co., Ltd. are engaged in the distribution of glass used in construction, car batteries, and other materials such as stainless steel pipes, tires, and stickers, etc. on a trading basis. Siam Vasco Co., Ltd. distributes most of its products domestically, while Contorno Co., Ltd. distributes products to neighboring countries, namely Laos.

Dangerous Goods Transportation Training Business

Scan Inter Logistics Company Limited operates a professional training business aimed at developing specialized skills for personnel in the transportation, energy, and industrial sectors. The Company focuses on enhancing workplace safety, ensuring compliance with applicable laws and standards, and strengthening workforce capabilities to meet the current and future needs of the industry.

The Company provides specialized training programs covering hazardous materials transportation, lifting and material handling operations, and energy-related operations. The key training programs are as follows

1. Hazardous Materials Transportation Driving Course (ADR)

This course is designed to develop knowledge, understanding, and practical skills for drivers involved in the transportation of hazardous materials, enabling them to perform their duties safely, in compliance with applicable laws and regulations, and to minimize risks that may lead to accidents or environmental impacts.

The training content covers the classification of hazardous materials, risk management, emergency response procedures, and compliance with safety requirements throughout the transportation process.

2. Crane Operation Course for Four Key Roles

(Crane Operator / Signalman / Rigger / Work Supervisor)

This course focuses on building a clear understanding of the roles and responsibilities of each position involved in crane operations, ensuring effective coordination among personnel, reducing accidents related to lifting and moving heavy materials, and improving operational efficiency.

Participants receive both theoretical knowledge and hands-on practical training, enabling them to correctly apply the acquired skills in real working situations.

3. Natural Gas Transport Tank Operator Course (Energy Certification)

This course is designed to enhance knowledge and competency in the safe operation of natural gas transport tanks.

The training covers equipment inspection, proper operation, basic maintenance, and emergency response procedures.

The program contributes to raising safety standards in the energy sector and supports the efficient and socially responsible use of natural gas energy.

Automotive Body and Paint Repair Center Business

In 2025, the company launched an automotive body and paint repair center in partnership with a partner who has over 15 years of experience and a successful track record in this industry. The company receives a 15% return on investment from this partnership. Estimated revenue for 2026 is approximately 500,000 baht per month, excluding rental costs of 85,000 baht per month.

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : No

R&D expenses in 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 about R&D expenses in the past 3 years

R&D67 Modified LNG Fuel Truck

1.2.2.2 Marketing policies of the major products or services during the preceding year

Natural gas station and pipeline construction business

-None-

The industry competition during the preceding year

-None-

Natural gas business

1. Compressed Natural Gas for Industry (iCNG) business.

- The company invented and holds the patent for the innovative Pressure Reducing System (PRS), which is the heart of this business.
- The company owns 2 main natural gas stations (Pathum Thani and Saraburi), which are 2 out of 3 sources that can distribute compressed natural gas for industry.
- The company has experience and expertise in providing gas compression and NGV transportation services, which have similar service characteristics and are the same system.

2. Liquefied Natural Gas (LNG) business.

- The company is a service provider for gas quality improvement systems using liquid carbon dioxide (LCO₂), which has the same design, installation, contracting, and maintenance characteristics, including the equipment selected, as liquefied natural gas (iLNG), thus enabling rapid expansion of construction, transportation, and service provision.
- Providing fuel to industrial customers. iLNG is a clean and completely combustible fuel that is environmentally friendly, provides higher calorific value than other fuels, and can provide both liquefied natural gas (iLNG) and compressed natural gas (iCNG) simultaneously.

3. Natural Gas for Vehicles (NGV) and Oil Service Stations business.

- The company selects locations for natural gas stations to match the target group. In the vicinity of Bangkok, the stations are located on truck transportation routes.
- There are promotions for giveaways when filling up with natural gas to a specified amount.
- Develop a membership and point accumulation system for farmers to encourage repeat business.
- Joint promotions with expressway operators to attract customers.

4. Private Mother Station (PMS) and Natural Gas Quality Improvement business.

- For the Private Mother Station business, the company has a contract with PTT to produce natural gas for vehicles (NGV) for a long term of 20 years and has a minimum guaranteed compression volume of 350 tons/day.
- Business to improve the quality of natural gas. The company has a business partner which is a manufacturer and distributor of industrial gas, with the largest market share of such industrial gas in Thailand, and has been a long-term partner, giving it an advantage in terms of cost.

5. Natural gas system design, manufacturing, installation, and construction contracting business.

- The trend of new NGV station construction bidding projects will decrease or not occur, which will be replaced by demolition and gas pipeline separation projects after the cancellation of NGV stations or industrial plants closing down from the economic crisis or relocation of factories.

6. Maintenance service of service stations and distribution of natural gas related equipment business.

- The company is a manufacturer of machinery and main equipment for natural gas systems, which are the main costs of the project, thus having a significant cost advantage.
- The company has experience in winning EPC projects for state enterprises and large private companies on an ongoing basis, thus having expertise and being able to analyze competitors effectively.

The industry competition during the preceding year

-None-

Transportation business

1. Domestic Transportation Business

- The company has been continuously expanding its business, focusing on the transportation of general goods and hazardous materials.

2. NGV Transportation Business (Third Party Logistics (TPL))

- The company is a contractor with PTT for the transportation of natural gas for vehicles (NGV) and is likely to renew the contract and bid for new contracts due to the readiness of machinery, transportation equipment, tracking and monitoring systems, as well as personnel.

3. iCNG-T Transportation Business

- The company owns two main natural gas stations (Pathum Thani and Saraburi), which are two out of three sources capable of supplying compressed natural gas for industrial use.
 - The company has experience and expertise in NGV gas compression and transportation services, which share similar characteristics and operate under the same system.

The industry competition during the preceding year

-None-

Other

1. Carbon dioxide sales business

- The company will offer carbon dioxide sales contracts in conjunction with contracts for the construction of natural gas stations.

2. Glass, battery, and other materials sales business

- The company enhanced its transportation capacity by upgrading from 2-axle to 3-axle trailers, increasing cargo volume per trip while maintaining the same transportation costs.

The industry competition during the preceding year

-None-

1.2.2.3 Procurement of products or services

-None-

The company's production capacity

	Production capacity	Total utilization (Percent)
PRIVATE POWER PURCHASE AGREEMENT (PRIVATE-PPA) (Kilowatt)	19,500.00	100.00
POWER PURCHASE AGREEMENT (PPA) (Kilowatt)	226,000.00	100.00

-None-

Acquisition of raw materials or provision of service

1. Renewable Energy Business

Minbu Solar Power Plant Project, Myanmar

The Company has assigned Green Earth Power (GEP), the holder of the Power Purchase Agreement with Electric Power Generation Enterprise (EPGE) of Myanmar, to select the main contractor for the design and installation of a 220 MW solar power plant in Minbu, Myanmar. VINTAGE EPC COMPANY LIMITED and VTE INTERNATIONAL CONSTRUCTION

COMPANY LIMITED, both subsidiaries of META CORPORATION PUBLIC COMPANY LIMITED, with considerable experience in contracting and developing clean energy power plant projects both domestically and internationally, have been appointed as the main contractors.

Private Power Purchase Agreement for Solar Energy (P-PPA)

The Company has assigned Scan Advance Power Co., Ltd. (SAP) to select the main contractor for the design and installation of the Solar Rooftop system. Thai Advance Solar Co., Ltd. (TAS), with expertise in Solar Rooftop system design and installation, has been selected as the main contractor. TAS is also responsible for the operation and maintenance of the project, which sells electricity commercially.

Bang Pa-in Solar Power Plant Project

The Company employs experienced and skilled personnel in solar power plants to operate and maintain the power plants for maximum efficiency. In addition, the Company has hired Paed Mina Engineering & Supply Co., Ltd. to conduct annual equipment inspections.

Kalasin Solar Power Plant Project

The Company has hired [Company Name] to operate and maintain the power plant for maximum efficiency. Equipment is regularly inspected according to the schedule. However, the Company also hires external companies for annual equipment inspections, such as transformers.

Renewable Energy Equipment and Spare Parts Distribution Business

The Company directly sources manufacturers (Suppliers) without intermediaries, with 1-2 main Suppliers and over 20 other Suppliers, to obtain equipment at the fairest prices and ensure a comprehensive range of equipment to meet customer needs and achieve maximum satisfaction.

2. Natural Gas Related Business

Compressed Natural Gas for Industry (iCNG) Business

The Company sources natural gas for industrial use solely from PTT Public Company Limited, with transactions taking place at the Metering Station located at the Private Industrial Natural Gas Mother Station. The Company utilizes a natural gas compressor to compress the gas and cylinders for transportation.

Liquefied Natural Gas (iLNG) Business

The Company sources liquefied natural gas (iLNG) solely from PTT Public Company Limited at the PTT LNG Terminal in Rayong Province. Transportation is carried out using specialized trucks, and delivery to customer stations is facilitated through a vaporizer.

Natural Gas for Vehicles (NGV) and Oil Service Stations Business

- Sources natural gas for natural gas stations solely from PTT Public Company Limited through pipeline systems. The gas undergoes quality improvement by blending with CO₂ and is then compressed to increase pressure for distribution.
- Sources oil solely from Bangchak Corporation Public Company Limited.

Private Mother Station (PMS) and Natural Gas Quality Improvement Business

- Sources natural gas for industrial use solely from PTT Public Company Limited, with transactions taking place at the Metering Station located at the Company's Private Natural Gas Mother Station.

- Sources carbon dioxide (CO₂) gas through its business partners, which are the largest industrial gas manufacturers and distributors in Thailand. The natural gas quality improvement process involves passing CO₂ through a vaporizer and a compressor to increase the natural gas pressure.

Service Station Maintenance and Natural Gas-Related Equipment Sales Business

The Company sources spare parts and equipment through 4-5 sole distributors and over 20 suppliers to obtain the fairest prices for production and installation. Sub-contractors are hired for tasks requiring specialized tools and processes, and the Company utilizes its own experienced and skilled personnel.

3. Automotive Business

Vehicle and Spare Parts Sales Business

Sources buses and some spare parts through a Chinese bus manufacturer with the potential to meet both quality and competitive pricing requirements, and some spare parts from domestic suppliers.

4. Transportation Business

Domestic Transportation Business

The Company utilizes its own experienced and skilled personnel for efficient transportation using the Company's vehicles.

NGV Transportation Business (Third Party Logistics (TPL))

The Company employs experienced and skilled personnel certified by relevant agencies to transport NGV using the Company's vehicles under the standards set by PTT Public Company Limited, the Department of Energy Business, and the Department of Land Transport. The vehicles are equipped with a Supervisory Control And Data Acquisition (SCADA) system for monitoring, controlling, and collecting data through the Global Positioning System (GPS) to track the vehicles, along with a real-time In-Vehicle-Monitoring-System (IVMS).

iCNG-T Transportation Business

The Company utilizes its own experienced and skilled personnel for efficient transportation using the Company's vehicles.

5. Other Businesses

Carbon Dioxide Sales Business

The Company sources carbon dioxide (CO₂) gas through its business partners, which are the largest industrial gas manufacturers and distributors in Thailand.

Glass, Battery, and Other Materials Sales Business

The Company directly sources glass, battery, and other material manufacturers (Suppliers) without intermediaries and selects Suppliers that provide high-quality products at the fairest prices.

Personnel Service Business for Hazardous Materials Transportation and Related Operations

The Company provides personnel services by recruiting experienced and qualified personnel who are duly certified by relevant authorities to meet clients' operational requirements. The provision of such services is carried out in accordance with the terms, conditions, standards specified by clients, and applicable laws and regulations.

Training Services Business

The Company utilizes its experienced and competent personnel who have been certified under relevant training programs to enhance workplace safety, reduce accidents, and promote career stability for workers in the industrial sector. The training services also contribute to mitigating environmental risks arising from accidents in hazardous materials transportation and energy-related operations through the development of operators' knowledge and skills. All training activities are conducted in compliance with applicable laws and standards, with systematic quality control and oversight mechanisms in place, and with a strong emphasis on transparency in operations.

Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	Oil	33,990,218.41
Thailand	CO2	28,209,702.84
Thailand	Elephant helps maintain a natural gas station.	73,035,989.48
Thailand	Tractor unit	10,307,952.00
Thailand	Solar power generation system installation project	12,829,600.00
Thailand	CO2 Transportation	5,343,746.60
Thailand	Construction Contract for the Global Biotech Products Project	10,023,125.00
Thailand	Compressor Spare Parts	3,476,777.96
Thailand	Monthly Equipment Rental and Airtime Charges	3,467,202.10
Thailand	Maintenance and Repair Costs for Tractor Trucks	2,973,738.23
China	Walk way 300x2,400 mm HDG XS42 @800 "Sunfaith"	1,224,158.44
China	LNG Fuel Tank	985,320.00
China	Gas Regulator	475,706.24
Taiwan	Peek (Polyether ether ketone)	441,440.87
China	LNG Cylinder size 1,000 L "Brand Changchun"	1,372,500.00

Major raw material distributors

Number of major raw material distributors (persons) : 0

-None-

1.2.2.4 Assets used in business undertaking

Core permanent assets

As of December 31, 2025, the net book value of property, plant and equipment used in the Group's business operations after deducting accumulated depreciation, as shown in the Group's Statement of Financial Position, totaled 1,133.77 million baht, with details as follows: *(Unit: Million Baht)*

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Land and Land Improvements	596.43	The company owns	Partial mortgage with a financial institution	-
Buildings and Building Improvements	228.79	The company owns	Partial mortgage with a financial institution	-
Machinery and factory equipment	100.68	The company owns	Not binding	-
Vehicle	57.43	The company owns	Not binding	-
Office Supplies and Equipment	5.87	The company owns	Not binding	-
Work in progress	1.22	The company owns	Not binding	-
Right-of-use assets	143.35	The company owns	Bound by a lease agreement	-

Core intangible assets

-None-

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes

companies

The Company will appoint representatives from the Company to become directors in proportion to their shareholding and attend the meeting as shareholders. The Company's appointed representative will ensure that the subsidiaries and associates Comply with any relevant notices, regulations, and/or regulations. In the case of connected transactions and/or the acquisition or disposal of assets and/or any other important transactions of such companies in a complete and accurate manner.

The Company has supervision over its subsidiaries in connection with the transaction. The acquisition or disposal of assets or any other important transactions of such subsidiaries shall be complete and accurate, and the rules related to information disclosure and transactions shall be applied in the same manner as the Company's rules, including supervision of data collection. Accurate recording of subsidiaries' accounts Can be inspected by the company. The Company does not have an agreement between the Company and its shareholders on the management of its

subsidiaries and associated companies that is significant to the Group's operations or management, or there is any distribution of returns other than the return in proportion to its normal shareholding.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

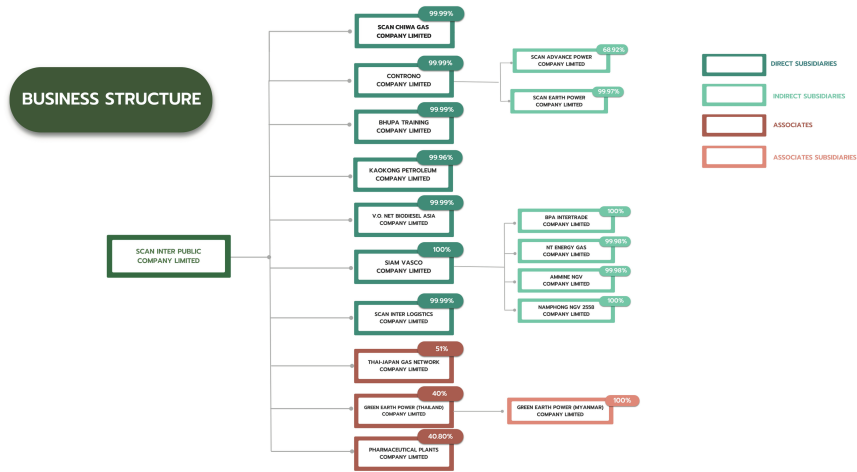
Policy on operational organization within the group of companies

-None-

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes
companies?

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Scan Advance Power Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	68.92%	68.92%
Scan Earth Power Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.97%	99.97%
Scan Inter Logistics Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
Contronno Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
V.O. Net Biodiesel Asia Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
Siam Vasco Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
Kaokong Petroleum Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.96%	99.96%
Namphong NGV 2558 Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
Ammine NGV Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
NT Energy Gas Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
BPA Intertrade Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
PANTERRA MOTOR COMPANY LIMITED	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%
SCAN CHIWA GAS CO., LTD.	SCAN INTER PUBLIC COMPANY LIMITED	99.99%	99.99%

Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Green Earth Power (Thailand) Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	40.00%	40.00%
Thai-Japan Gas Network Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	51.00%	51.00%
Pharmaceutical Plants Company Limited	SCAN INTER PUBLIC COMPANY LIMITED	40.80%	40.80%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Green Earth Power (Thailand) Company Limited 36th Floor Building A, The 9th Tower, Rama 9, Huai Khwang Bangkok 10310 Telephone : 0 2013 7096-7 Facsimile number : -	Holding Company has the major objectives of investing in companies that are engaged in the production and distribution of electricity from renewable energy. Currently, the company holds shares in GEP (Myanmar) Company Limited (“GEPM”), who is the operator of the solar thermal power plant development and construction project in Minbu, Myanmar. The size of the installed power total of 220 MW, such the project has a contract of power trading with Electric Power Generation Enterprise (EPGE) for a period of 30 years from the date of electricity supply by GEPT holding 100% of the shares of paid-in capital in GEPM	Common shares	22,527,163	16,918,200

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
<p>Thai-Japan Gas Network Company Limited 355 Bondstreet Road, Bangpood, Pakkred Nonthaburi 11120 Telephone : 0 2503 4116-201 Facsimile number : -</p>	<p>Compressed Natural Gas Business for Industry</p>	<p>Common shares</p>	<p>4,120,000</p>	<p>4,120,000</p>
<p>Scan Advance Power Company Limited 202 , 23rd Floor, Room No. 2304, Ratchadapisek Road, Huai Khwang, Huai Khwang, Bangkok Bangkok 10320 Telephone : 0 2098 9511 Facsimile number : -</p>	<p>The objective was to invest in private solar power trading projects, as well as to collaborate with the government as per the renewable energy promotion policy</p>	<p>Common shares</p>	<p>2,205,517</p>	<p>2,205,517</p>
<p>Scan Earth Power Company Limited 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 25034116-201 Facsimile number : -</p>	<p>To support the expansion and restructuring of electricity production and distribution from renewable energy</p>	<p>Common shares</p>	<p>26,000,000</p>	<p>26,000,000</p>
<p>Scan Inter Logistics Company Limited 544 Moo 6 Banglamooong-Rayong Road, MakhamKoo, Nikkompattana, Rayong 21180 Telephone : 0 3894 9650 Facsimile number : -</p>	<p>Engages with cargo and transportation businesses in the Laem Chabang Deep Sea Port area and Map Ta Phut industrial estate including other industrial estates in Rayong and nearby provinces. (Formerly name is Kaocheroen Logistics Company Limited)</p>	<p>Common shares</p>	<p>65,000,000</p>	<p>65,000,000</p>
<p>Controno Company Limited 355 Bondstreet Road, Bangpood, Pakkred Nonthaburi 11120 Telephone : 0 2503 4116-201 Facsimile number : -</p>	<p>The business of distributing products such as glass, stainless steel, car tires, car batteries which mainly sells such products to customers in foreign countries such as Laos, Cambodia</p>	<p>Common shares</p>	<p>103,250,000</p>	<p>210,000,000</p>

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
<p>V.O. Net Biodiesel Asia Company Limited 223 Moo 15, Huanakham, Yangtalat, Kalasin 46120 Telephone : 0 43 124 011 Facsimile number : -</p>	<p>Currently, the company operates a 1.267 MW solar thermal power plant by making the contract of electrical trading with the Provincial Electricity Authority. The company has started to generate electricity since 25 June B.E. 2557</p>	<p>Common shares</p>	<p>20,000,000</p>	<p>20,000,000</p>
<p>Siam Vasco Company Limited 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 2503 4729-32 Facsimile number : -</p>	<p>Holding Company invests in NGV natural gas retail business, including distribution of carbon dioxide, lubricants, tires, car batteries by distributing such products mainly to domestic customers</p>	<p>Common shares</p>	<p>200,000,000</p>	<p>200,000,000</p>
<p>Kaokong Petroleum Company Limited 544 Moo 6 Banglamoong-Rayong Road, MakhamKoo, Nikkompattana, Rayong 21180 Telephone : 0 3894 9650 Facsimile number : -</p>	<p>Engages with NVG gas station business which is conventional station and conducts transactions in the distribution of NGV to customers in the Rayong province and operating retail stores (Inthanin coffee and SPAR)</p>	<p>Common shares</p>	<p>25,250,000</p>	<p>50,000,000</p>
<p>Namphong NGV 2558 Company Limited 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 2503 4729-32 Facsimile number : -</p>	<p>NGV station business for vehicles which is a conventional station and located in Khon Kaen and operating retail stores (Inthanin coffee)</p>	<p>Common shares</p>	<p>74,860,000</p>	<p>74,860,000</p>

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Ammine NGV Company Limited 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 2503 4116-21 Facsimile number : -	Fuel station business and natural gas for vehicles, located in Prachinburi Province	Common shares	1,000,000	1,000,000
NT Energy Gas Company Limited 125, Moo 4, Khok Mai Lai, MuangPrachinburi Prachinburi 25230 Telephone : 0 2503 4116-21 Facsimile number : -	Engages with NVG station business for vehicles and conducts transactions in the distribution of natural gas to customers in Prachinburi Province	Common shares	1,000,000	1,000,000
BPA Intertrade Company Limited 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 2503 4729-32 Facsimile number : -	NGV station business for vehicles which is a conventional station and located in Chonburi Province	Common shares	50,000,000	50,000,000
PANTERRA MOTOR COMPANY LIMITED 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi 11120 Telephone : 0 2503 4116-201 Facsimile number : -	Organization of conventions	Common shares	550,000	550,000
SCAN CHIWA GAS CO., LTD. 355 Bondstreet rd., Bangpood, Pakkred Nonthaburi 12000 Telephone : 025034116-21 Facsimile number : -	Engaged in the production, purchase, sale and distribution of biogas. Liquid Biomethane Gas Liquid carbon dioxide, as well as by-products from such processes.	Common shares	100,000	25,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Pharmaceutical Plants Company Limited 355 Bondstreet Road, Bangpood, Pakkred Nonthaburi 12000 Telephone : 0635636998 Facsimile number : -	Cannabis cultivation and distribution business	Common shares	25,499	6,250,000

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts of interest holding shares in a subsidiary or associated company? : No

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. MR. Thanchart Kitpipit	698,702,017	57.57
2. Mr. Thida Kaewbootta	36,989,800	3.05
3. Mrs. Natcha Kitpipit	20,543,462	1.69
4. Mrs. Jidapha Kantasusira	17,450,000	1.44
5. Mr. Somsak Amonpitak	13,679,100	1.13
6. Mr. Nurak Mahatana-Arnont	13,000,000	1.07
7. Ms. Narissara Kitpipit	12,898,997	1.06
8. MR. Littee Kitpipit	12,507,240	1.03
9. Mr. Khattiya Rojantrikun	12,335,200	1.02
10. Mr. Sompol Wongsirichon	12,279,200	1.01
11. Mr. Chaiyot Pongcharusathit	10,470,000	0.86
12. Mr. Songchai Achariyahiranchai	8,500,000	0.70
13. Mr. Somsak Tirakanan	7,775,800	0.64
14. Mr. Pornchalit Nantachaiporn	6,608,600	0.54
15. Mr. Tas Yusunthon	6,338,000	0.52

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) : 869,144,532.00

Paid-up capital (Million Baht) : 606,861,175.00

Common shares (number of shares) : 1,213,722,350

Value of common shares (per share) (baht) : 0.50

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No
those of ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : No

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : Yes

Convertible securities

Item 1	
Name of warrant and convertible debenture	The Warrant to Purchase the Ordinary Shares No.2 (SCN-W2)
Issuance date	14 Jan 2022
Maturity date	14 Jan 2026
Exercise ratio (unit:share)	10 : 1
Exercise price (baht:share)	5
Exercise date	<p>The SCN-W2 Warrants Holders shall be entitled to exercise their rights to purchase the Company's newly issued ordinary shares under the SCN-W2 Warrants on the 2nd anniversary of the SCN-W2 Warrants.</p> <p>In this regard, the first Exercise Date shall be March 29, 2024, and shall further exercise the rig</p>
Notification period for the intention to exercise the warrants	<p>Notify your intention to exercise your rights between 9:00 a.m. and 3:00 p.m. in advance.</p> <p>Less than 5 working days prior to each validity date, except for:</p> <p>Show me your last will. Give me your last will.</p> <p>Finally, at least 15 days in advance before the final exercise date.</p>
Number of warrants issued (units)	120,000,000
Number of the newly issued ordinary shares to accommodate the exercise of warrants (shares)	119,996,757
Number of unexercised warrants (units)	119,996,757
Number of remaining shares reserved (shares)	119,996,757
Additional details	-

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

The Company has a policy to pay dividends to the shareholders at the rate of no less than 40% of the net profit declared in the Separate Financial Statements after corporate income tax and legal reserve appropriation.

However, the Company and its subsidiaries may pay dividends at a reduced rate or not issue any dividends at all, depending on the economic situation, performance, financial situation, liquidity, investment plans, necessity for working capital for expanding the businesses of the Company and its subsidiaries, and other relevant factors as deemed appropriate by the Committee and for the greatest interest of the Company and the shareholders.

The dividend policy of subsidiaries

The Subsidiary companies have a policy to pay dividends to the shareholders at the rate of no less than 40% of the net profit declared in each Separate Financial Statement after corporate income tax and legal reserve appropriation.

However, the Company and its subsidiaries may pay dividends at a reduced rate or not issue any dividends at all, depending on the economic situation, performance, financial situation, liquidity, investment plans, necessity for working capital for expanding the businesses of the Company and its subsidiaries, and other relevant factors as deemed appropriate by the Committee and for the greatest interest of the Company and the shareholders.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.0600	0.2900	0.1400	0.0000	0.0000
Dividend per share (baht : share)	0.0500	0.0500	0.0100	0.0000	0.0000
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A	0.0000 : N/A
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.0500	0.0500	0.0100	0.0000	0.0000
Dividend payout ratio compared to net profit (%))	96.00	19.30	8.40	0.00	0.00

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

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

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

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

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

The risk factors of the Group that may affect the Company, the Group, or the Company's stakeholders can be summarized as follows:

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

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

Risk characteristics

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

Risk-related consequences

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

Risk management measures

The Company has strictly complied with the hiring contract, delivering quality work and services and highly efficient operations. As a result, the Company has been continuously hired by PTT until the present. The Company and PTT have been good partners, conducting business together for over 26 years, and there has never been an incident that led to the termination of the Company. However, the Company recognizes this risk and has expanded its customer base to include new private companies. The Company has continuously increased its bidding for private EPC projects both domestically and internationally, especially in Southeast Asia. The Company has also enhanced its EPC service capabilities in other businesses, such as industrial compressed natural gas (iCNG), industrial liquefied natural gas (iLNG), and other industrial gases such as liquid nitrogen (LIN) and liquid carbon dioxide (LCO₂). The Company has also expanded into all three types of solar power projects Solar Rooftop, Solar Farm, and Solar Floating as well as construction work for Liquefied Natural Gas (LNG) and Liquefied Biomethane (LBM) projects, which are used as alternative fuels for industrial and transportation sectors. Furthermore, the Company plans to continue expanding into additional energy-related businesses to further diversify its risk exposure and effectively respond to the rapidly changing dynamics of the energy market.

Risk 2 Risks from NGV price policy changes

Related risk topics : Strategic Risk

- Government policy

Risk characteristics

The company operates a business related to natural gas, and its operating results are directly related to the price of NGV. The price of NGV is determined by the government and has been increasing continuously. In 2025, the highest price was 18.80 baht per kilogram. General NGV users will not receive assistance and must purchase NGV at market prices. The price of NGV in the "PTT Public Transport Card Privilege Project" remains fixed at 15.59 baht per kilogram.

Risk-related consequences

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

Risk management measures

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

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

Related risk topics : Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

Risk 4 Natural gas shortage risks

Related risk topics : Operational Risk

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

Risk characteristics

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

Risk-related consequences

The company's revenue has decreased.

Risk management measures

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

Risk 5 Risk of Liability for Accepting Work Results

Related risk topics : Operational Risk

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

Compliance Risk

- Legal risk

Risk characteristics

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

Risk-related consequences

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

Risk management measures

However, the equipment parts manufacturers provide a 1-year warranty on the equipment parts from the date of equipment delivery. The company also calculates the probability of equipment parts damage when pricing services for customers. In addition, the company has set aside reserves for losses from warranty work in the NGV equipment design, contracting, installation, and maintenance business, and natural gas systems for industries to prevent impacts on normal operations. In 2025, the company has no lawsuits filed or pending in court regarding damages from the company's warranty work.

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

Related risk topics : Operational Risk

- Delays in the development of future projects

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

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

Related risk topics : Operational Risk

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

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

1. Rigorous Electricity Buyer Selection

- Conduct due diligence on the financial status of electricity buyers before investing, considering historical performance, financial statements, cash flow, business growth trends, and industry outlook.

- Consider the business stability of the buyer and select to contract with organizations that have a high potential for long-term business operations.

2. Employ Robust Contract Structures (Risk Mitigation Contracting)

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

3. Risk Diversification through Customer Base Diversification

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

4. Proactive Risk Monitoring and Management

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

5. Explore Additional Risk Management Options

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

Risk 8 Current practices that may pose environmental risks

Related risk topics : Operational Risk

- Impact on the environment

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

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

Related risk topics : Operational Risk

- Safety, occupational health, and working environment

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

Risk 10 Current circumstances that may lead to corruption risks.

Related risk topics : Operational Risk

- Corruption

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

Risk 11 Potential risks arising from climate change

Related risk topics : Operational Risk

- Climate change and disasters

Risk characteristics

Due to the increasingly severe climate change resulting from natural disasters and pollution from combustion engines and various materials from industrial, agricultural, and household sectors, the government is promoting and driving policies to reduce carbon emissions. By setting a goal of net-zero carbon emissions (Net Zero) and following the trend

towards a "Green Economy," the "automotive industry" is transitioning from "fuel-powered combustion engine vehicles" to "electric vehicles." This shift is supported by the government, encouraging the public to adopt clean and environmentally friendly energy sources.

Risk-related consequences

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

Risk management measures

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

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

Related risk topics : Strategic Risk

- Competition risk

Risk characteristics

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

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

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

2. Supply chain risks and equipment shortages.

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

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

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

4. Government policy and legal risks.

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

Risk-related consequences

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

Risk management measures

1. Equipment Cost and Price Management

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

2. Supply Chain and Equipment Procurement Management

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

3. Customer Base Development and Expansion

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

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

Related risk topics : Operational Risk

- Safety, occupational health, and working environment

Financial Risk

- Fluctuation in return on assets or investment

Risk characteristics

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

1. Risks to personnel safety and accidents at work

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

2. Risks related to system performance and customer expectations

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

3. Risks of delays in maintenance and service provision

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

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

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

Risk-related consequences

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

Risk management measures

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

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders from : No

investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Scan Inter Public Company Limited conducts its business in accordance with sustainable development guidelines, with a sustainability management policy referencing the Sustainability Reporting Guide for Listed Companies of the Stock Exchange of Thailand. This policy covers all three dimensions: the social dimension of sustainability management, the environmental dimension, and the corporate governance and economic dimension.

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 implemented a total of 7 key goals (adding 5, 9, 13), referencing the strategy (Business Plan) SDG Contribution.

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

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

Has the company reviewed the policy and/or goals of : Yes

sustainable management over the past year

Has the company changed and developed the policy and/ : Yes

or goals of sustainable management over the past year

Electricity Management

In 2025, the company initiated a project in Q4, aiming to reduce electricity purchases. The company's approach to enhancing energy efficiency (EE) involves improving the electricity consumption process of equipment or systems to use less energy while achieving the same results. Examples include replacing fluorescent lights with LED bulbs, which provide equivalent brightness but consume less energy, or installing automatic control systems for ventilation and temperature.

The company utilizes renewable energy (solar power) for its internal electrical systems. Scan Inter Public Company Limited (Head Office). Therefore, the company aims to reduce electricity purchases. Previously, in 2025, the company purchased 9,345,077.00 kWh of electricity. The company aims to reduce electricity purchases to approximately 42,778.00 kWh in 2026. The company will begin recording actual operational results in early 2026, in line with environmental operations and supporting Sustainable Development Goals SDG 7 and SDG 13.

Waste Management

In 2025, the company initiated a project in Q4, aiming for waste management by providing food waste digesters within the office for approximately 100 employees. The food waste digesters can reduce organic waste by approximately 250 to 300 kilograms per month, which is then processed into organic fertilizer for reuse. The company aims for waste management by reducing the volume of non-hazardous waste and reusing it as organic fertilizer. Therefore, the company aims to manage waste by reducing non-hazardous waste from 39 kg/month in 2025 to approximately 19.50 kg/month in 2026, in line with the circular economy concept and Sustainable Development Goal SDG 12: Responsible Consumption and Production.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 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.

3.2.2 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
External stakeholders			
<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)
External stakeholders			

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
External stakeholders			
<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
External stakeholders			
<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
External stakeholders			
<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
External stakeholders			
<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

3.3 Management of environmental sustainability

3.3.1 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 30–40% per year and a decrease in greenhouse gas emissions of approximately 8–12 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 250–300 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.

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

Review of environmental policies, guidelines, and/or goals : No

over the past year

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

In 2025, the company has guidelines for implementation. These guidelines aim to raise awareness within the organization about energy management (electricity/fuel), waste management, and greenhouse gas management. They promote education and training to develop knowledge and skills in energy management, waste management, and greenhouse gas (GHG) management. They also support changing attitudes within the organization, introducing new approaches and perspectives on efficient energy use, and building collaboration in energy conservation and efficient utilization to reduce environmental impact.

The approach to increasing energy efficiency (EE) involves improving the electrical energy consumption processes of equipment or systems to use less energy while achieving the same results. For example, replacing fluorescent lamps with LED lamps that provide the same brightness but consume less energy, or installing automatic control systems for ventilation and temperature control.

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

Setting goals for managing electricity and/or oil and fuel

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

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Energy management: 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	540.00
Natural Gas ((Kilograms))	10,418.75	10,961.27	10,464.48

Energy management: 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

Information on water management

Water management plan

The Company's water management plan : Yes

The Company has established an effective water management plan focused on efficient water use and minimizing water losses in its operations. Water meters are inspected daily, and water consumption data are recorded and monitored on a daily basis to track usage trends. In cases where unusually high water consumption is detected, the Company promptly investigates potential leakage points and takes immediate corrective actions. In addition, the Company promotes water reuse in suitable activities and raises employee awareness on responsible water use, in support of SDG 6: Clean Water and Sanitation.

Setting goals for water management

Does the company set goals for water management : No

Performance and outcomes of water management

Performance and outcomes of water management : No

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 surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	2,535.00	6,230.01	8,261.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00

Water management: Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	29,612.00	44,416.02	54,131.00

Information on waste management

Waste management plan

The company's waste management plan : No

The organization implements waste segregation at source by separating general waste, recyclable waste, and hazardous waste. Clearly labeled waste disposal points are provided to encourage proper waste separation among employees. Waste reduction is promoted through reuse and recycling practices, as well as the use of environmentally friendly materials. Hazardous waste is stored safely and disposed of by licensed contractors in compliance with legal requirements. Waste generation data is monitored regularly to improve waste management efficiency continuously

Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : No

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	757.00	757.00	757.00
Total non-hazardous waste (kilograms)	43.00	43.00	43.00
Non-hazardous waste - Landfilling (Kilograms)	43.00	43.00	43.00
Total hazardous waste (kilograms)	714.00	714.00	714.00
Hazardous waste - Landfilling (Kilograms)	714.00	714.00	714.00

Information on greenhouse gas management

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).

Setting greenhouse gas emission goals ⁽¹⁾

Does the company set greenhouse gas management goals : No

Remark : ⁽¹⁾ The Company prepares a plan to set greenhouse gas management targets for 2026

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	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 management: Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

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

3.4 Social sustainability management

3.4.1 Social 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.

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

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

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and
the Company in the past year 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.

Setting employee and labor management goals

Does the company set employee and labor management : No
goals

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Employee and labor management: Employment

As of December 31, 2025, Scan Inter Public Company Limited had a total of 286 employees and 9 subsidiaries with a total of 321 employees.

Hiring employees

	2023	2024	2025
Total employees (persons)	651	824	607
Male employees (persons)	494	628	458
Female employees (persons)	157	196	149

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	3	6	6
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

Employee and labor management: Remuneration

In 2025, the Company transparently disclosed its practices regarding employee compensation and benefits. The compensation structure is designed to be appropriate for each position, level of responsibility, job performance, and the competitive business environment. Employee compensation consists of salary, overtime pay, cost of living allowance, bonuses, special allowances, contributions to the Social Security Fund, and contributions to the Provident Fund, among others. In 2025, the Company paid total compensation to its employees amounting to THB 105,080,844.18, while its subsidiaries paid compensation to their employees in a similar manner totaling THB 102,210,948.25. As a result, the total employee compensation across the Group amounted to THB 207,291,792.43.

In the same year, the Company paid compensation totaling THB 53,588,549.92 to female employees and THB 153,703,242.51 to male employees. The Company adheres to the principles of fairness, equality, and appropriateness based on job position, responsibilities, and performance, without discrimination on the basis of gender.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	174,783,787.32	236,022,952.26	207,291,792.43
Total male employee remuneration (Baht)	N/A	N/A	153,703,242.51
Total female employee remuneration (Baht)	N/A	N/A	53,588,549.92

Employee and labor management: Employee training and development

Scan Inter Public Company Limited places great importance on the continuous development and enhancement of employees' capabilities. The company aims to foster a learning culture within the organization by providing opportunities for employees to develop themselves according to their interests, strengths, and preferred learning styles.

The company provides training programs that cover both professional skills (Hard Skills) and behavioral and collaborative skills (Soft Skills). Various learning channels are utilized to support employees in applying the knowledge and skills they acquire to their work effectively. This initiative ultimately contributes to strengthening the organization's competitiveness and supporting its sustainable growth.

	2023	2024	2025
Average employee training hours (hours / person / year)	5.26	7.59	7.86
Training and development expenses for employees (baht)	420,302.00	932,350.55	983,260.99

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

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

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

The company has been conducting Employee Engagement Surveys continuously to retain employees, as it is considered one of the key factors that enable employees to work happily and in the long term with the organization. Moreover, if the organization's personnel are satisfied with the organization, the more likely they are to work efficiently, which will result in the achievement of organizational success that is likely to be achieved highly and quickly as well. The company sets targets for the implementation of the Employee Engagement project annually, with the project continuing for the 5th year, both in terms of employee participation in responding to questionnaires and measuring 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 (%)	16.74	50.39	21.91
	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

Information about customers

Customer management plan

Company's customer management plan : Yes

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

The company has set the frequency of customer satisfaction evaluation to be conducted quarterly. The target customer satisfaction score is defined in the performance indicators of each department to ensure that employees recognize its significance. This also serves as an assessment of the work efficiency of those departments. The customer satisfaction score of every department must not be less than 80%. In cases where the customer satisfaction score does not meet the target or there are suggestions from customers, corrective and preventive measures will be established as guidelines for continuous improvement and development, aligning with the company's quality policy.

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 must not be less than 80%.	2025: Average customer satisfaction must not be less than 80%

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

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

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Disadvantaged and vulnerable groups
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.

Setting community and social management goals

Does the company set community and social : No
management goals

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

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

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

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Revenue for 2025 amounted to THB 1,330 million, representing a decrease of THB 204 million, or 13%, compared to the previous year. The decline was primarily attributable to lower revenue from natural gas-related businesses, mainly due to a decrease in revenue from Private Mother Stations (PMS) and oil and natural gas service stations. In addition, revenue from maintenance services for air-conditioned buses decreased following the resolution to terminate the sales and maintenance agreement for NGV-powered air-conditioned buses with the Bangkok Mass Transit Authority. Revenue from the transportation business also declined in line with a slowdown in transport volumes and the expiration of certain contracts during the period.

Asset management capability

Total assets as of YE2025 were THB 5,109 million, a decrease of THB 655 million, or 11%, compared to the previous year. From 1) decreased of Account receivables and lease receivables due to payments received. 2) Non-current assets classified as assets held for sale decreased. 3) Land, buildings, and equipment decreased due to depreciation.

Liquidity and capital adequacy

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Company has secured three additional natural gas transportation contracts from PTT Public Company Limited, bringing its total transportation volume to more than 224 tons per day.

The Company successfully won the bidding for natural gas transportation services for PTT, retaining two existing contracts in the Sam Khok and Kingkaew areas, with a combined transportation volume of 182 tons per day and a total contract value of over THB 82 million. As a result, the Company currently operates in three service areas: Lat Lum Kaeo, Sam Khok, and Kingkaew (two areas), with a total natural gas transportation volume of 224 tons per day. Including transportation volumes for the industrial sector, the Company has strengthened its position as one of the country's leading providers of off-pipeline natural gas transportation services, with the capability to deliver comprehensive and efficient services to meet customer demand.

Strategic Cooperation with CIMC Enric Energy Equipment (Suzhou) Co., Ltd. for LNG and Bio-LNG Development

The Company entered into a cooperation agreement with CIMC Enric Energy Equipment (Suzhou) Co., Ltd., a subsidiary of the CIMC Group, a leading Chinese manufacturer of gas storage and transportation equipment. The parties will jointly conduct feasibility studies for the development of Liquefied Natural Gas (LNG) projects for the transportation sector and Liquefied Biomethane (LBM: Liquefied Biomethane) projects for the industrial sector in Thailand. This collaboration aims to leverage the technological expertise and know-how of both parties to enhance energy efficiency, reduce transportation costs, and expand company's business opportunities into new clean energy segments, in alignment with the Company's long-term sustainable development strategy.

MOU Signing with AIKO Energy to Drive Solar Power Development in Thailand

The Company signed a Memorandum of Understanding (MOU) with Asia Pacific Zhejiang AIKO Solar Co., Ltd. to establish a framework for collaboration in solar energy development and solar panel procurement in Thailand. This partnership aims to support the development of solar power projects under the Feed-in-Tariff Program, as well as rooftop solar initiatives. Company will be responsible for solar panel procurement and EPC (Engineering, Procurement, and Construction) services. The Company expects to procure a cumulative total of approximately 200 megawatts of solar panels by 2030. **Share Sale Agreement of Scan Advance Power Co., Ltd. ("SAP")**

On 14 July 2025, the Company entered into a share sale agreement for Scan Advance Power Co., Ltd. ("SAP"), an indirect subsidiary of the Group engaged in the Private PPA (Power Purchase Agreement) energy business, with BCPG Public Company Limited. The transaction is currently subject to the completion of conditions precedent. Accordingly, the related assets and liabilities have been classified as assets and liabilities held for sale and measured at the lower of carrying amount and fair value less costs to sell. As a result, the Company recognized an impairment loss of THB 110.42 million, which is presented as discontinued operations.

Recognition of Special Expenses

The Company recorded one-time expenses arising from impairment losses on non-performing assets and goodwill amounting to THB 48.9 million. In addition, an allowance for impairment on investments in West Tech Exponential Co., Ltd. and Pharmaceutical Plants Co., Ltd. was recognized in the amount of THB 114 million. Furthermore, the Company recognized an allowance for expected credit losses (ECL) on trade receivables and accrued interest receivables from Cho Thavee Public Company Limited, Pharmaceutical Plants Co., Ltd., the SCN-CHO consortium, and other related parties, totaling THB 58 million.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	44,268.00	24,578.00	14,806.00
Trade And Other Receivables - Current - Net (ThousandTHB)	478,245.00	296,438.00	214,093.00
Current Portion Of Lease Receivables - Net (ThousandTHB)	49,700.00	51,102.00	29,233.00
Short-Term Loan And Interest Receivables (ThousandTHB)	399,450.00	335,250.00	330,920.00
Other Parties (ThousandTHB)	1,330.00	1,330.00	0.00
Related Parties (ThousandTHB)	398,120.00	333,920.00	330,920.00
Current Portion Of Long- Term Loan Receivables (ThousandTHB)	5,056.00	1,827.00	0.00
Other Parties (ThousandTHB)	5,056.00	1,827.00	0.00
Related Parties (ThousandTHB)	0.00	0.00	0.00
Inventories - Net (ThousandTHB)	353,350.00	314,836.00	261,580.00
Non-Current Assets And/Or The Disposal Group Held For Sale (ThousandTHB)	0.00	35,918.00	500,771.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Current Assets (ThousandTHB)	7,672.00	19,689.00	125.00
Total Current Assets (ThousandTHB)	1,337,741.00	1,079,638.00	1,351,528.00
Restricted Deposits - Non-Current (ThousandTHB)	8,155.00	8,155.00	3,901.00
Trade And Other Receivables - Non-Current - Net (ThousandTHB)	472,270.00	469,226.00	484,308.00
Non-Current Portion Of Lease Receivables - Net (ThousandTHB)	885,763.00	808,472.00	208,424.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	1,620,299.00	1,652,322.00	1,558,816.00
Investment In Subsidiaries (ThousandTHB)	0.00	0.00	0.00
Investment In Associates (ThousandTHB)	1,222,754.00	1,251,963.00	1,169,948.00
Investment In Joint Ventures (ThousandTHB)	397,545.00	400,359.00	388,868.00
Non-Current Portion Of Long-Term Loan Receivables (ThousandTHB)	375.00	105.00	0.00
Other Parties (ThousandTHB)	375.00	105.00	0.00
Related Parties (ThousandTHB)	0.00	0.00	0.00
Other Non-Current Financial Assets (ThousandTHB)	120,165.00	121,749.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Investment Properties - Net (ThousandTHB)	21,457.00	19,959.00	18,466.00
Property, Plant And Equipment - Net (ThousandTHB)	1,273,110.00	1,059,007.00	990,419.00
Right-Of-Use Assets - Net (ThousandTHB)	117,055.00	232,763.00	143,348.00
Intangible Assets - Net (ThousandTHB)	71,427.00	63,259.00	56,098.00
Goodwill - Net (ThousandTHB)	220,769.00	220,769.00	212,769.00
Deferred Tax Assets (ThousandTHB)	14,309.00	29,104.00	80,488.00
Total Non-Current Assets (ThousandTHB)	4,825,154.00	4,684,890.00	3,757,037.00
Total Assets (ThousandTHB)	6,162,895.00	5,764,528.00	5,108,565.00
Liabilities			
Bank Overdrafts And Short- Term Borrowings From Financial Institutions (ThousandTHB)	1,506,358.00	1,396,018.00	1,424,783.00
Trade And Other Payables - Current (ThousandTHB)	222,145.00	166,208.00	135,080.00
Short-Term Borrowings (ThousandTHB)	201,120.00	0.00	0.00
Related Parties (ThousandTHB)	201,120.00	0.00	0.00
Current Portion Of Long- Term Debts (ThousandTHB)	189,179.00	309,206.00	223,810.00
Financial Institutions (ThousandTHB)	189,179.00	177,841.00	95,007.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Related Parties (ThousandTHB)	0.00	0.00	100,000.00
Bonds (ThousandTHB)	0.00	131,365.00	28,803.00
Current Portion Of Lease Liabilities (ThousandTHB)	30,096.00	52,784.00	40,751.00
Short-Term Provisions (ThousandTHB)	1,261.00	729.00	569.00
Liabilities Directly Associated With Non-Current Assets And/Or The Disposal Group Held For Sale (ThousandTHB)	0.00	0.00	239,363.00
Income Tax Payable (ThousandTHB)	380.00	659.00	457.00
Total Current Liabilities (ThousandTHB)	2,150,539.00	1,925,604.00	2,064,813.00
Other Non-Current Payables (ThousandTHB)	19,130.00	17,461.00	7,829.00
Non-Current Portion Of Long- Term Debts (ThousandTHB)	595,942.00	574,171.00	324,510.00
Financial Institutions (ThousandTHB)	465,304.00	272,671.00	21,010.00
Related Parties (ThousandTHB)	0.00	301,500.00	303,500.00
Bonds (ThousandTHB)	130,638.00	0.00	0.00
Non-Current Portion Of Lease Liabilities (ThousandTHB)	65,367.00	132,376.00	91,597.00
Derivative Liabilities - Non- Current (ThousandTHB)	0.00	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	21,665.00	23,987.00	31,659.00
Deferred Tax Liabilities (ThousandTHB)	93,611.00	88,558.00	44,037.00
Total Non-Current Liabilities (ThousandTHB)	795,715.00	836,553.00	499,632.00
Total Liabilities (ThousandTHB)	2,946,254.00	2,762,157.00	2,564,445.00
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	660,000.00	866,114.00	869,145.00
Issued And Paid-Up Share Capital (ThousandTHB)	600,000.00	606,858.00	606,861.00
Premium (Discount) On Share Capital (ThousandTHB)	1,346,389.00	1,357,192.00	1,357,192.00
Retained Earnings (Deficits) (ThousandTHB)	1,050,555.00	818,060.00	447,829.00
Legal And Statutory Reserves (ThousandTHB)	72,000.00	86,611.00	86,914.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	978,555.00	731,449.00	360,915.00
Other Components Of Equity (ThousandTHB)	100,892.00	96,313.00	5,129.00
Equity Attributable To Owners Of The Parent (ThousandTHB)	3,097,836.00	2,878,423.00	2,417,011.00
Non-Controlling Interests (ThousandTHB)	118,805.00	123,948.00	127,109.00
Total Equity (ThousandTHB)	3,216,641.00	3,002,371.00	2,544,120.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Liabilities And Equity (ThousandTHB)	6,162,895.00	5,764,528.00	5,108,565.00

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Sales (ThousandTHB)	1,325,098.00	854,877.00	773,388.00
Revenue From Rendering Services (ThousandTHB)	553,075.00	678,647.00	556,588.00
Total Revenue (ThousandTHB)	1,878,173.00	1,533,524.00	1,329,976.00
Cost Of Sales (ThousandTHB)	(1,203,200.00)	(976,873.00)	(766,514.00)
Cost Of Rendering Services (ThousandTHB)	(376,225.00)	(443,094.00)	(445,240.00)
Gross profit (ThousandTHB)	298,748.00	113,557.00	118,222.00
Other income (ThousandTHB)	190,138.00	132,681.00	74,211.00
Distribution costs (ThousandTHB)	(6,476.00)	(5,628.00)	(2,335.00)
Administrative expenses (ThousandTHB)	(175,916.00)	(185,769.00)	(169,599.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Profit from operating activities (ThousandTHB)	306,494.00	54,841.00	20,499.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	(9,079.00)	(92,087.00)	(48,621.00)
Impairment loss on assets (ThousandTHB)	(54,230.00)	(111,457.00)	(40,904.00)
Impairment loss on investments (ThousandTHB)	0.00	0.00	(2,550.00)
Impairment loss on goodwills (ThousandTHB)	0.00	0.00	(8,000.00)
Loss from fair value of investment (ThousandTHB)	0.00	0.00	(121,749.00)
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (ThousandTHB)	37,049.00	36,602.00	228.00
Finance Costs (ThousandTHB)	(115,905.00)	(117,138.00)	(113,962.00)
Profit (loss) before income tax expense (ThousandTHB)	164,329.00	(229,239.00)	(315,059.00)
Tax income (expense) (ThousandTHB)	13,425.00	13,639.00	53,134.00
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	177,754.00	(215,600.00)	(261,925.00)
Profit (Loss) From Discontinued Operations (ThousandTHB)	0.00	3,294.00	(105,973.00)
Profit (loss) for the year (ThousandTHB)	177,754.00	(212,306.00)	(367,898.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Basic earnings per share (in Baht) attributable to owners of the parent (ThousandTHB)	0.14	(0.18)	(0.31)
Profit (loss) attributable to (ThousandTHB)	177,754.00	(212,306.00)	(367,898.00)
Owners of the parent (ThousandTHB)	167,821.00	(217,449.00)	(371,059.00)
Non-controlling interests (ThousandTHB)	9,933.00	5,143.00	3,161.00
Profit for the year (ThousandTHB)	177,754.00	(212,306.00)	(367,898.00)
Currency Translation Adjustments (ThousandTHB)	(10,587.00)	(4,579.00)	(91,184.00)
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	0.00	0.00	828.00
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	0.00	0.00	0.00
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	(10,587.00)	(4,579.00)	(90,356.00)
Total comprehensive income for the year (ThousandTHB)	167,167.00	(216,885.00)	(458,254.00)
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	157,234.00	(222,028.00)	(461,415.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB)	9,933.00	5,143.00	3,161.00
Total comprehensive income for the year (ThousandTHB)	167,167.00	(216,885.00)	(458,254.00)

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	177,754.00	(212,306.00)	(367,898.00)
Tax expense (income) (ThousandTHB)	(13,425.00)	(13,639.00)	(53,134.00)
Depreciation And Amortisation (ThousandTHB)	123,224.00	125,053.00	126,428.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	9,079.00	92,087.00	159,179.00
Reversal of fair value adjustment of fianancial liability (ThousandTHB)	(999.00)	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Reversal) loss of provision for products and services warranties (ThousandTHB)	656.00	(532.00)	(160.00)
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	13,103.00	5,713.00	40,547.00
Loss on impairment of investments (ThousandTHB)	0.00	0.00	2,550.00
Loss on impairment of goodwill (ThousandTHB)	0.00	0.00	8,000.00
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	(37,049.00)	(36,602.00)	(229.00)
Share-Based Payments (ThousandTHB)	0.00	13,113.00	0.00
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	0.00	0.00	121,749.00
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(15,963.00)	(1,976.00)	(15,604.00)
Gain on bargain purchase (ThousandTHB)	(16,582.00)	0.00	0.00
Gain on change of status in investments (ThousandTHB)	(67,722.00)	0.00	0.00
(Reversal Of) Impairment Loss Of Fixed Assets (ThousandTHB)	54,230.00	111,457.00	40,904.00
Interest Income (ThousandTHB)	(71,233.00)	(66,241.00)	(28,312.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Finance Costs (ThousandTHB)	115,905.00	117,138.00	113,962.00
Employee Benefit Expenses (ThousandTHB)	(809.00)	(517.00)	(503.00)
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(164,770.00)	109,452.00	27,938.00
(Increase) Decrease In Lease Receivables (ThousandTHB)	19,342.00	94,352.00	57,095.00
(Increase) Decrease In Inventories (ThousandTHB)	(50,312.00)	10,876.00	(1,685.00)
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	22,145.00	(55,098.00)	(15,135.00)
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	2,847.00	2,839.00	8,831.00
Income Tax (Paid) Received (ThousandTHB)	(17,413.00)	(17,162.00)	(1,339.00)
Net Cash From (Used In) Operating Activities (ThousandTHB)	82,008.00	278,007.00	223,184.00
Purchase Of Investments (ThousandTHB)	(1,853.00)	0.00	0.00
(Increase) Decrease In Short-Term Loan Receivables - Other Parties (ThousandTHB)	(8,600.00)	0.00	(2,416.00)
Short-Term Loan Receivables Made - Related Parties (ThousandTHB)	(38,000.00)	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Short-Term Loan Receivables Repayment Received - Related Parties (ThousandTHB)	93,986.00	0.00	0.00
Short-Term Loan Receivables Repayment Received - Other Parties (ThousandTHB)	5,019.00	3,499.00	4,201.00
Proceeds from loans to joint Venture (ThousandTHB)	0.00	64,200.00	3,000.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	16,158.00	8,032.00	57,338.00
Property, Plant And Equipment (ThousandTHB)	16,158.00	8,032.00	57,338.00
Payment For Purchase Of Fixed Assets (ThousandTHB)	(9,734.00)	(30,211.00)	(8,444.00)
Property, Plant And Equipment (ThousandTHB)	(9,578.00)	(30,086.00)	(8,249.00)
Intangible Assets (ThousandTHB)	(156.00)	(125.00)	(195.00)
(Increase) Decrease In Restricted Deposits (ThousandTHB)	5,364.00	0.00	0.00
Payment for acquisition of other non-current financial asset (ThousandTHB)	(56,000.00)	0.00	0.00
Dividend Received (ThousandTHB)	8,132.00	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Interest Received (ThousandTHB)	71,681.00	47,912.00	26,683.00
Net Cash From (Used In) Investing Activities (ThousandTHB)	86,153.00	93,432.00	80,362.00
Proceeds From Short-Term Borrowings - Financial Institutions (ThousandTHB)	788,636.00	832,850.00	565,340.00
Proceeds From Short-Term Borrowings - Related Parties (ThousandTHB)	0.00	0.00	0.00
Proceeds From Long-Term Borrowings - Financial Institutions (ThousandTHB)	23,610.00	8,529.00	0.00
Proceeds From Long-Term Borrowings - Related Parties (ThousandTHB)	0.00	301,500.00	105,000.00
Repayments On Short-Term Borrowings - Financial Institutions (ThousandTHB)	(552,234.00)	(943,191.00)	(515,914.00)
Repayments On Short-Term Borrowings - Related Parties (ThousandTHB)	0.00	(201,120.00)	(3,000.00)
Repayments On Long-Term Borrowings - Financial Institutions (ThousandTHB)	(212,571.00)	(212,449.00)	(184,401.00)
Repayments On Lease Liabilities (ThousandTHB)	(32,138.00)	(43,956.00)	(61,258.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Issuance Of Debt Instruments (ThousandTHB)	0.00	0.00	26,809.00
Repayments On Debt Instruments (ThousandTHB)	0.00	0.00	(131,365.00)
Proceeds From Issuance Of Equity Instruments (ThousandTHB)	0.00	4,546.00	3.00
Dividend Paid (ThousandTHB)	(65,969.00)	(15,042.00)	0.00
Interest Paid (ThousandTHB)	(112,600.00)	(122,796.00)	(114,532.00)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(163,266.00)	(391,129.00)	(313,318.00)
Net Increase (Decrease) in Cash And Cash Equivalent (ThousandTHB)	4,895.00	(19,690.00)	(9,772.00)
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	39,373.00	44,268.00	24,578.00
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	44,268.00	24,578.00	14,806.00

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	0.62	0.56	0.65
Quick ratio (times)	0.24	0.17	0.11

	2023	2024	2025
Cash flow liquidity ratio (times)	0.04	0.14	0.11
Average account receivable turnover (times)	4.60	4.12	5.21
Average collection period (days)	79.30	88.59	70.06
Average inventory turnover (times)	49.95	42.26	4.20
Average inventory turnover period (days)	7.31	8.64	86.81
Average account payable turnover (times)	7.07	7.47	8.04
Average payment period (days)	51.60	48.89	45.38
Average cash cycle (days)	35.01	48.34	111.49
Profitability ratio			
Gross profit margin (%)	15.91	9.16	8.89
Operating margin (%)	13.43	4.48	-15.12
Other income to total income (%)	9.58	7.75	5.28
Cash from operation to operating profit (%)	32.51	71.17	223.86
Net profit margin (%)	8.96	0.26	-26.20
Return on equity (ROE) (%)	5.71	-6.83	-13.27
Financial policy ratio			

	2023	2024	2025
Total debts to total equity (times)	0.92	0.92	1.01
Interest coverage ratio (times)	3.48	0.22	-0.66
Interest bearing debt to EBITDA ratio (times)	6.41	85.69	-28.20
Debt service coverage ratio (times)	1.20	0.06	-0.04
Dividend payout ratio (%)	37.11	7.09	0.00
Efficiency ratio			
Return on asset (ROA) (%)	3.02	-3.56	-6.77
Return On Fixed Assets (%)	6.50	-7.48	-23.56
Asset turnover (times)	0.34	0.29	0.26

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Bond registrar

Name of bond registrar : KPM Securities Co., Ltd.

Address/location : 944 Mitrtown Office Tower, Floor 7, Unit 707-708,

Rama IV Road

Subdistrict : Wangmai

District : Pathumwan

Province : Bangkok

Postcode : 10330

Telephone : 0-2033-1000

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED

Address/location : No. 1 Empire Tower Building, 50th Floor, Sathorn
South Road.

Subdistrict : YAN NAWA

District : SATHON

Province : Bangkok

Postcode : 10120

Telephone : 0 2677 2000

Facsimile number : 0 2677 2222

List of auditors : Miss PORNTHIP RIMDUSIT

License number : 5565

List of auditors : Mr NATTHAPHONG TANTICHATTANON

License number : 8829

List of auditors : Miss SOPHIT PROMPOL

License number : 10042

List of auditors : Mr TREERAWAT WITTHAYAPHALERT

License number : 11464

Legal advisor or manager under management agreement

Name of legal advisor / manager under management agreement No. 1

Name of legal advisor / manager under management : KUDUN AND PARTNERS COMPANY LIMITED
agreement

Address/location : 34/3 Vivre Langsuan,
4th, 5th, and 6th Floor,
Soi Langsuan

Subdistrict : Lumpini

District : Pathumwan

Province : Bangkok

Postcode : 10330

Telephone : 02 838 1750

Facsimile number : -

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : Yes

Details of legal dispute

Year of incident	Details	Progress status
2024	<p>Case name</p> <p>Administrative Case</p> <p>Plaintiff</p> <p>SCN - CHO Joint Working Group No. 1</p> <p>Ch. Thavee Public Company Limited No. 2</p> <p>Scan Inter Public Company Limited No. 3</p>	

Year of incident	Details	Progress status
	<p>Dispute No. 1</p> <p><u>Duration (approximate)</u></p> <p>Expected completion date : Dec 2027</p> <p><u>Dispute description</u></p> <p>The SON-CHO Joint Venture has completed the process of filing a lawsuit and paying court fees to exercise its right to litigate against a state agency at the Central Administrative Court, Case No. 1428/2567, between SCN-CHO Joint Venture, the plaintiff, and Bangkok Mass Transit Authority, the defendant, to demand that the defendant take the following actions: (1) Return the payment which the defendant, in bad faith, deducted as a penalty under the contract. (2) Pay interest arising from the default in payment for the purchase of passenger vehicles. (3) Pay interest arising from the default in payment for repair and maintenance services. (4) Return the performance bond. (5) Pay damages arising from the loss of future profits at a rate of 35 percent of the contract price for the repair and maintenance of 489 passenger vehicles from year 6 to year 10. Totaling 1,301,067,390.97 Baht, plus legal interest.</p> <p><u>Outcome of the dispute / Progress of the dispute</u></p> <p>Currently, the Administrative Court is reviewing the documents and facts presented by the plaintiff and the defendant.</p> <p><u>Additional details</u></p> <p>-</p>	<p>In progress</p>

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock : No
exchange in another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : Yes

Financial institution 1

Financial institution with regular contact : CIMB THAI BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 44 Langsuan Road, Lumpini, Pathum Wan, Bangkok
10330

Telephone : 0-2638-8000,0-2626-7000

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Scan Inter Public Company Limited and its subsidiaries are committed to conducting business with fairness, integrity, and transparency in accordance with corporate governance principles and business ethics, which are crucial mechanisms for driving the business towards sustainable development and growth, building confidence and trust among shareholders and all stakeholders.

In 2017, the Securities and Exchange Commission (SEC) issued the Principles of Good Corporate Governance for Listed Companies 2017 (Corporate Governance Code: CG Code), which laid out 8 key principles for the Board, namely:

1. Recognize the Board's role and responsibility as an organizational leader that creates sustainable value for the business, by establishing the company's vision, mission, and key objectives to foster sustainability across three dimensions: economic, social, and environmental.
2. Define the company's main objectives and goals that contribute to sustainability.
3. Strengthen an effective Board, covering its structure, composition, qualifications, recruitment, and selection.
4. Ensure effective recruitment and development of senior executives and human resource management, with integrity and value to the organization, the nation, and the global community.
5. Promote innovation, responsible business conduct, and ensure that all stakeholders are treated fairly and have their legal rights protected.
6. Ensure the presence of effective and comprehensive risk management systems, anti-corruption systems, and internal control systems, covering financial, operational, governance, compliance, and appropriate auditing aspects.
7. Maintain financial credibility and promote oversight of the accurate, sufficient, transparent, and timely disclosure of important information and data.
8. Promote and support equal participation, treatment, and communication with shareholders.

The Board of Directors, as the organization's leader, has therefore established a Good Corporate Governance Policy (CG Code) as resolved at the Board of Directors' Meeting No. 1/2563 on February 17, 2563, to align with the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code). The Board of Directors has set forth 9 key principles for the Board, consistent with the CG Code as guided by the SEC, by adding a ninth topic on anti-corruption, as the company recognizes the impact of corruption.

The Board of Directors regularly reviews its corporate governance policy and compliance with said policy, including an annual review of the charters of the Board of Directors and all sub-committees. In 2568, the charters of the Board of Directors and all sub-committees were reviewed and approved on November 11, 2568.

The company has disclosed its corporate governance policy by publishing it on the company's website to communicate it generally to everyone, both within and outside the organization, especially to directors, executives, and all employees. The company has prepared a manual for directors and employees to serve as a guideline and encourages all stakeholders to strictly adhere to the policy.

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

6.1.1 Policy and guidelines related to the board of directors

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

Directors

Recruitment and Appointment of Directors. The Board of Directors has appointed a Nomination, Remuneration, and Corporate Governance Committee consisting of 4 members to consider the nomination of directors when a director's position becomes vacant or when a director's term expires. The Nomination, Remuneration, and Corporate Governance Committee is responsible for recruiting and selecting individuals suitable for nomination as directors.

Chief Executive Officer

The Board of Directors has established a policy that the Nomination, Remuneration, and Corporate Governance Committee shall be responsible for the initial screening and selection of individuals who possess complete qualifications, suitability, knowledge, abilities, skills, and experience beneficial to the company's operations, have a thorough understanding of the company's business, and can manage operations to achieve the objectives and goals set by the Board of Directors, and subsequently propose them to the Board of Directors for consideration and approval of appointment.

Senior executives and personnel of the company

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the remuneration of senior executives, while the Executive Committee determines the remuneration of other personnel. The company's policy for determining remuneration considers the nature of the work, job position, responsibilities, experience, educational background, and capabilities of employees, as well as the wage and salary rates of other companies operating in the same business sector as the company.

The company has a fair process for recruiting and selecting senior executives and personnel, taking into account their knowledge, abilities, skills, experience, and qualifications suitable for each position, in order to enhance the company's business potential.

Determination of director remuneration

Directors

The remuneration of directors must be considered and approved by the shareholders, with the policy comprising the following criteria for consideration:

1. The company's performance, benchmarked against the remuneration of directors of listed companies on the Stock Exchange of Thailand (SET) that operate in similar businesses and have comparable business sizes.
2. Experience, roles, duties, and scope of responsibilities of each director.
3. Expected benefits the company will receive from each director.
4. The determined remuneration must be able to attract qualified directors who meet the company's needs and circumstances.

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the remuneration policy, which is then proposed for approval by the Board of Directors before being submitted for annual approval at the Shareholders' Meeting.

Chief Executive Officer

The Board of Directors has assigned the Nomination, Remuneration, and Corporate Governance Committee to determine the remuneration for the Chief Executive Officer and the Chairman of the Executive Committee, with a requirement to report to the Board of Directors on every occasion.

Senior executives and company personnel

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the remuneration of senior executives. For personnel remuneration, the Executive Committee is responsible for its determination. The company's policy for setting remuneration considers the nature of the work, job position, responsibilities, experience, educational background, and employee capabilities, as well as the wage and salary rates of other companies operating in the same business sector as the company.

Independence of the board of directors from the management

The company has a policy that the Chairman of the Board and the Chief Executive Officer must not be the same person, in order to ensure clarity in responsibilities between setting corporate governance policies and day-to-day management. The company clearly separates the roles and responsibilities between the Board of Directors and the executives, and maintains a balance of operational power. The Board of Directors is responsible for setting policies and overseeing the executives' operations at the policy level, while the executives are responsible for managing the company's various operations in accordance with the established policies. The scope of authority and duties of the Chairman of the Board and the Chief Executive Officer are defined in the corporate governance policy, which has been generally published on the company's website.

The Board of Directors has clearly defined the independence of directors to ensure that independent directors serve as a crucial mechanism for good corporate governance and can express their opinions independently. Therefore, the

Board of Directors has defined the definition and qualifications of independent directors in the Good Corporate Governance Policy as follows:

1. Holding shares not exceeding 1% of the total voting shares of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company. This includes shares held by related persons of that independent director.
2. Not being or having been an executive director, employee, staff, salaried advisor, or controlling person of the company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the company, unless such status has ceased for at least 2 years prior to the date of submitting the application to the SEC Office. However, this disqualification does not include cases where an independent director was a government official or an advisor to a government agency that is a major shareholder or controlling person of the company.
3. Not being a person related by blood or by legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child, of other directors, executives, major shareholders, controlling persons, or persons proposed to be directors, executives, or controlling persons of the company or its subsidiaries.
4. Not having or having had a business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company in a manner that may impede their independent judgment, and not being or having been a significant shareholder or controlling person of those who have a business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, unless such status has ceased for at least 2 years prior to the date of submitting the application to the SEC Office.
5. Not being or having been an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and not being a significant shareholder, controlling person, or partner of an audit firm where an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company is affiliated, unless such status has ceased for at least 2 years prior to the date of submitting the application to the SEC Office.
6. Not being or having been any professional service provider, including legal or financial advisors, who received service fees exceeding two million baht per year from the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for at least 2 years prior to the date of submitting the application to the SEC Office.
7. Not being a director appointed to represent the directors of the company, major shareholders, or shareholders who are related to major shareholders.
8. Not engaging in a business of the same nature that is significantly competitive with the company's business or that of its subsidiaries, or not being a significant partner in a partnership, or an executive director, employee, staff, salaried advisor, or holding shares exceeding 1% of the total voting shares of another company that engages in a business of the same nature and is significantly competitive with the company's business or that of its subsidiaries.

9. Having no other characteristics that prevent them from providing independent opinions on the company's operations.

In the past accounting period, the independent directors of the company had no business relationships or professional service relationships, or the individuals appointed as independent directors have no or have not had business relationships or professional service relationships exceeding the criteria specified in the Capital Market Supervisory Board's notification regarding the application for and approval of newly issued share offerings. Furthermore, all 6 independent directors are independent from the management and major shareholders of the company.

Reference link for the policy and guidelines related to : https://scan-inter.com/EN/FrmCG_EN.aspx

independence of the board of directors from the
management

Director development

The Company promotes and supports training and knowledge dissemination for individuals involved in the company's corporate governance, such as directors, audit committee members, and executives, to ensure continuous improvement in performance, understanding of good corporate governance principles, criteria, regulations, and the roles and responsibilities of the company's directors for more efficient management.

The Company supports directors in attending training and seminars with the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and the Thai Institute of Directors Association (Thai IOD) for all courses relevant to their duties. The Board of Directors assigns the Company Secretary to disseminate information regarding beneficial training and seminars related to their duties to the directors for their awareness and consideration to participate, as well as to coordinate and facilitate their attendance.

Board performance evaluation

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 to assess whether the Board's performance during the past year was complete and appropriate according to its scope of duties and responsibilities, and in line with good corporate governance principles, as well as reflecting and linking the performance results with the company's operational results.

The Nomination, Remuneration, and Corporate Governance Committee reviews and provides comments on the evaluation form before submitting it to the Board of Directors for further consideration. The Nomination, Remuneration, and Corporate Governance Committee has established the Board performance evaluation form and regularly reviews it annually. The Company Secretary distributes and collects all Board performance evaluation forms to prepare a report and submit it to the Board of Directors for consideration. The evaluation of the Board's performance covers various aspects as follows:

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

6. Self-Development of Directors 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 coming years.

Corporate governance of subsidiaries and associated companies

Investment Policy in Subsidiaries and Associates

The company has a policy to invest in businesses related to its core business that will generate mutual benefits or support the company's operations, in order to increase revenue channels and enhance the company's profitability. In managing such subsidiaries or associates, the company has mechanisms for overseeing the management and accountability of the operations of its subsidiaries and associates, as follows:

- The company will appoint representatives from the company to serve as directors in proportion to its shareholding and to attend meetings as shareholders. These representatives are responsible for casting votes at meetings in accordance with the guidelines or directions determined by the Board of Directors, in order to oversee the operations of subsidiaries and associates, ensuring they proceed in an appropriate direction and generate maximum overall benefit for the company.
- Representatives appointed by the company will ensure that subsidiaries and associates comply with relevant announcements, regulations, and/or rules regarding related party transactions, and/or the acquisition or disposal of assets, and/or any other significant transactions of such companies, ensuring completeness and accuracy.
- Representatives appointed by the company will ensure that data collection and accounting records of subsidiaries and associates are maintained, enabling the company to inspect and compile them for timely preparation of consolidated financial statements.
- In addition, the company will closely monitor the performance and operations of such subsidiaries and associates, and present analysis results, including opinions or recommendations, to the Board of Directors, the boards of the subsidiaries or associates, for use in considering policy formulation or improving and promoting the continuous development and growth of the businesses of the subsidiaries and associates.

The company oversees its subsidiaries regarding related party transactions, the acquisition or disposal of assets, or any other significant transactions of such subsidiaries, ensuring completeness and accuracy. It applies the same criteria for information disclosure and the aforementioned transactions as those of the company. This includes overseeing the proper collection of data and accounting records of the subsidiaries, enabling the company to inspect and compile data for consolidated financial statements, and presenting analysis results, including opinions or recommendations, to the Board of Directors and the boards of those subsidiaries. This is to be used for considering policy formulation or improving and promoting the continuous development and growth of the subsidiaries' businesses.

The company has no significant shareholder agreements between the company and its shareholders regarding the management of subsidiaries and associates that would materially affect the operations or management of the group, or involve any distribution of returns beyond the normal proportional shareholding.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders

stakeholders

Shareholders

The Board of Directors plays a role in overseeing that shareholders are treated equally, supporting their participation in important company decisions, ensuring access to information, and providing appropriate channels for communication with the Company.

Shareholder Care

The Company has a policy to facilitate and encourage shareholders, including institutional investors, to attend shareholders' meetings and to look after shareholders by undertaking other measures to promote and facilitate the exercise of shareholders' rights, as follows:

1. Provide important and necessary information to shareholders regarding significant business operations clearly and promptly, through the Company's website at: https://scan-inter.com/FrmlInvestor_Main.aspx and through the SET, as well as the Company's Investor Relations Department via email ir@scan-inter.com Telephone number 02 503 4115
2. To provide shareholders with the opportunity to study the Company's information related to the shareholders' meeting, the Company dispatches the notice of the shareholders' meeting and supporting documents to shareholders at least 21 days prior to the meeting date (or any other period as prescribed by law). The notice of meeting includes details of the date, time, venue, and agenda, along with explanations and reasons for each agenda item or resolution requiring approval, together with the Board of Directors' opinion, proxy forms, and a list of independent directors, enabling shareholders to choose to appoint a proxy to attend the meeting on their behalf. The Company has assigned Thailand Securities Depository Co., Ltd., which is the Company's share registrar, to distribute and publish these documents on the Company's website.
3. In cases where shareholders are unable to attend the meeting, the Company provides an opportunity for shareholders to appoint independent directors or any other individuals to attend the meeting on their behalf, using any of the proxy forms provided by the Company along with the notice of meeting. The Company has provided all three types of proxy forms to shareholders.
4. The Company provides an opportunity for shareholders to propose agenda items for the shareholders' meeting and nominate directors, by announcing this through the SET channels and the Company's website, along with detailed criteria for considering proposed matters. Shareholders can propose agenda items and nominate directors in advance through the contact channels specified in the criteria.
5. The Company provides an opportunity for shareholders to submit questions in advance of the meeting, by specifying the method for submitting advance questions to shareholders along with the notice of the shareholders' meeting and through the Company's website. During the meeting, the Chairman of the Board, acting as the Chairman of the meeting, provided opportunities and encouraged shareholders to express opinions and ask further questions after the conclusion of reports or presentations for each agenda item, or after the meeting has completed all agenda items.

6. The Company has a policy to promote and facilitate equal participation of shareholders and institutional investors in shareholders' meetings. The Company organizes its Annual General Meeting of Shareholders in the form of an electronic meeting (E-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563, to enhance convenience and reduce travel restrictions for shareholders. The Company has published the notice of meeting along with supporting documents in advance on the Company's website (www.scan-inter.com)

For convenient access to information and the preservation of shareholders' rights, you can download various documents and send identity verification documents to confirm attendance at the meeting to the Company via postal mail at the address provided or via electronic mail (E-mail) as specified by the Company in the notice of meeting.

7. At the shareholders' meeting, the Company considers matters according to the agenda specified in the notice of meeting, without changing the order of agenda items and without requesting the meeting to consider any other matters beyond those stipulated in the notice of meeting.

8. The Company has arranged for independent legal advisors and representatives of the auditors to act as witnesses in vote counting to ensure transparency and compliance with laws and regulations. In addition, representatives from the Thai Investors Association also participated as observers.

9. The Company disclosed the resolutions of the Annual General Meeting of Shareholders, including the voting results for each agenda item, through the SET channels and published them on the Company's website after the meeting concluded.

10. The Company fully records the minutes of the meeting, including important information such as the names of the company directors and management attending the meeting, the voting procedures and methods, meeting resolutions, voting results for each agenda item, as well as questions, clarifications, and opinions of shareholders presented at the meeting. The minutes of the shareholders' meeting are completed within 14 days from the meeting date, and are then notified through the SET channels and published on the Company's website.

Equal Treatment of Shareholders

The Company treats all shareholders, whether they are executive shareholders or non-executive shareholders, institutional investors, major shareholders, or minor shareholders, including foreign shareholders, equally and fairly, by establishing good practices, summarized as follows:

1. Access to Company Information: The Company designates the Stock Exchange of Thailand (SET) as the primary channel for disseminating information. Additionally, it provides supplementary communication channels through the Company's website and responsible departments, such as the Company Secretary's Office or Investor Relations Department, to ensure equal access to Company information for all shareholders.

2. Bilingual Document Preparation: The Company prepares and discloses all information and disclosures in both Thai and English through the SET's information dissemination system and the Company's website, to ensure equal access to Company information for both Thai and foreign shareholders.

3. Promote the right of minority shareholders to propose matters for inclusion in the agenda of the shareholders' meeting and/or nominate individuals for election as directors at the Annual General Meeting of Shareholders, by disseminating information through the SET's information system and clearly publishing details of criteria, methods, consideration processes, and channels for proposing matters on the Company's website.

4. Support shareholders in using proxy forms that allow for specifying voting directions, by providing all three types of proxy forms (Forms A, B, and C) to shareholders, as well as nominating two independent directors as options for shareholders to appoint as proxies. Information on the independent directors is attached to the notice of meeting for consideration. The Company has clearly explained the details, documents, and evidence required for proxy appointment, and provided detailed instructions to ensure shareholders can prepare the documents correctly and completely, avoiding any issues for the proxy holder attending the meeting.

5. Stipulate that directors with a conflict of interest in the matter under consideration must not be present at the meeting during that agenda item.

Promotion of Shareholders' Rights

The Company places importance on shareholders' rights, considering their rights and significance as owners through accepted and reliable methods and standards. Shareholders can freely exercise their rights to buy, sell, or transfer their securities, receive profit sharing from the Company, attend shareholders' meetings, propose agenda items in advance, nominate individuals for election as company directors, and have the right to express opinions and make decisions regarding significant changes to the Company, such as the election of directors, appointment of auditors and determination of audit fees, allocation of profits, establishment or amendment of articles of association and memorandum of association, as well as the approval of significant transactions affecting the Company's business direction.

6.2 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

Policy and guidelines related to 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, Preventing the 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 Board's 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 Company's 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 Company's 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 Company's internal control system which are suspicious of corruption, actions causing the loss of benefit of the Company or affecting the Company's 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 2025, 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 : https://scan-inter.com/EN/FrmCGContact_EN.aspx
whistleblowers

Preventing the 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 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 : Yes

employees to comply with the business code of conduct

To promote and enhance awareness of compliance with business ethics and anti-corruption practices, the Company has established written guidelines in the employee handbook applicable to all levels. The Company also continuously communicates and provides learning opportunities to employees through both training programs and electronic learning (e-learning). In 2025, the Company developed an e-learning course on anti-corruption to strengthen employees' understanding and encourage proper conduct in line with the established guidelines.

Participation in anti-corruption networks

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

networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against

joined or declared intent to join Corruption (CAC)

CAC membership certification status : Certified

6.3 Material changes and developments in policy and corporate governance system over the past year

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

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

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

The company held a Board of Directors meeting to review the Board of Directors' Charter annually. In the past year, the Board of Directors convened a meeting to review the Board of Directors' Charter for the year 2025 on November 11, 2025.

6.3.2 Implementation of the CG Code for listed companies

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

The company regularly holds subcommittee meetings to review the CG Code. In the past year, the subcommittee convened a meeting to review the Good Corporate Governance Policy for the year 2025 on November 11, 2025.

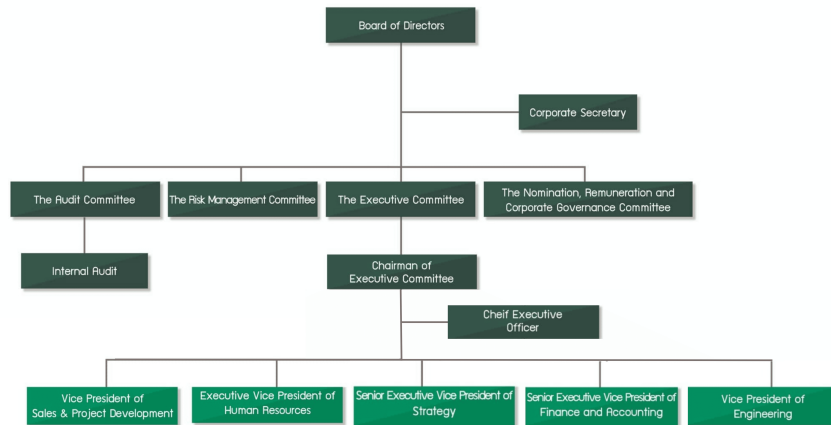
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	10	100.00
Male directors	7	70.00
Female directors	3	30.00
Executive directors	4	40.00
Non-executive directors	6	60.00
Independent directors	6	60.00
Non-executive directors who have no position in independent directors	0	0.00

7.2.2 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</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management and Human Relation</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	17 Oct 2023	Accounting, Finance, Internal Control, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<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 ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 698,702,017 Shares (57.570000 %) • Shareholding by persons related to 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 company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>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 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 Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,507,240 Shares (1.030000 %) • Shareholding by persons related to 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 company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>4 Oct 2012</p>	<p>Energy & Utilities, Marketing, Engineering, Project Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. NARISSARA KITPIPIT Gender: Female Age : 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 ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,898,997 Shares (1.060000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares <p><u>Reference link for the shareholding</u></p> <p>https://www.set.or.th/th/market/product/stock/quote/SCN/major-shareholders</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>4 Oct 2012</p>	<p>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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>20 Dec 2016</p>	<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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 802,983 Shares 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>9 Nov 2017</p>	<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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>4 Oct 2018</p>	<p>Law, Leadership</p>
<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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>16 Jun 2020</p>	<p>Law, Sustainability, Change Management, Risk Management, Governance/ Compliance</p>

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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jun 2020	Law, Corporate Social Responsibility, Human Resource Management, Change Management, Leadership
<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 : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't 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 company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	23 Apr 2025	Finance & Securities, Finance, Data Analysis, Risk Management, Audit

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

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

The chairman of the board and the highest-ranking : No
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : Yes

to determine the agenda of the board of directors'
meeting

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

The measures for balancing the power between the board : Yes

of directors and the Management

Methods of balancing power between the board of : Increasing the proportion of independent directors to
directors and Management 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 shareholder's control.

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

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.

7.3 Information on subcommittees

7.3.1 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

-

7.3.2 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 not being replaced 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 executive committee members

List of directors	Position	Appointment date of executive committee member
<p>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</p>	<p>The chairman of the executive committee</p>	<p>18 Sep 2014</p>
<p>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</p>	<p>Member of the executive committee</p>	<p>18 Sep 2014</p>
<p>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</p>	<p>Member of the executive committee</p>	<p>18 Sep 2014</p>
<p>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</p>	<p>Member of the executive committee</p>	<p>9 Nov 2017</p>

List of directors	Position	Appointment date of executive committee member
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

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)
	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)

7.4 Information on the executives

7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. 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</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>7 Nov 2016</p>	<p>Energy & Utilities, Marketing, Engineering, Project Management, Leadership</p>
<p>2. 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</p>	<p>Senior Vice President, Strategy</p>	<p>4 Jan 2016</p>	<p>Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. 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 Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Senior Vice President, Finance and Accounting	18 Sep 2014	Accounting, Finance, Data Analysis, Risk Management, Internal Control
<p>4. 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</p>	Vice President, Human Resources Coordination	1 Oct 2019	Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Change Management
<p>5. Ms. Jutamas Singkiaw^(**) 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 : No Accounting supervisor : Yes</p>	Accounting Manager	1 Nov 2006	Commerce, Accounting, Finance, Data Management, Data Analysis

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

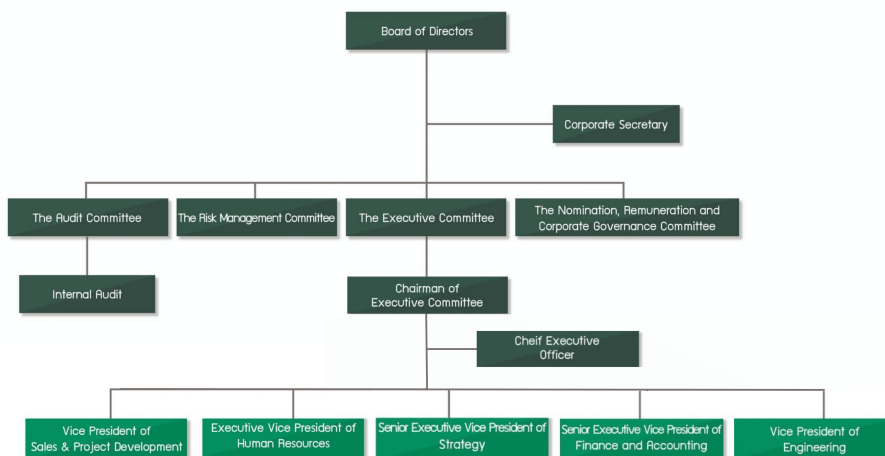
(**) Accounting supervisor

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

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



7.4.2 Remuneration policy for executive directors and executives

Directors' remuneration must be considered and approved by shareholders, established as a policy comprising the following criteria for consideration:

1. The company's performance, benchmarked against the remuneration of directors of listed companies on the Stock Exchange of Thailand (SET) that operate similar businesses and are of comparable size.
2. Experience, roles, duties, and scope of responsibilities of each director.
3. Expected benefits the company will receive from each director.
4. The remuneration determined must be able to attract directors with qualifications suitable for the company's needs and circumstances.

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

7.4.3 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
Total remuneration of executives (baht)	N/A	N/A	25,349,100.00

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the remuneration of senior executives. As for the remuneration of personnel, the Executive Committee is responsible for its determination. The company has a policy for determining remuneration, taking into account the nature of the work, job position, responsibilities, experience, educational background, and employee capabilities, as well as the wage and salary rates of other companies operating in the same business sector as the company.

The company has a fair recruitment and selection process for senior executives and personnel. This process considers knowledge, abilities, skills, experience, and qualifications appropriate for each job position, in order to enhance the company's business operational 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

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

7.5 Information on employees

Information on the company's employees

Employees

	2023	2024	2025
Total employees (persons)	651	824	607
Male employees (persons)	494	628	458
Female employees (persons)	157	196	149

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	466	609	442
Total number of male employees in management level (Persons)	25	16	13
Total number of male employees in executive level (Persons)	3	3	3

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	135	176	133
Total number of female employees in management level (Persons)	19	17	13
Total number of female employees in executive level (Persons)	3	3	3

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
Controno 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
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 past : Yes

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.

Information on employee remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	174,783,787.32	236,022,952.26	207,291,792.43
Total male employee remuneration (Baht)	N/A	N/A	153,703,242.51
Total female employee remuneration (Baht)	N/A	N/A	53,588,549.92

Information on provident fund management

Provident fund management policy

Provident fund management policy : 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.

Overview of methods for determining employee and employer contribution Rates

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	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
Total amount of provident fund contributed by the company (%)	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%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

7.6 Other significant information

7.6.1 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

7.6.2 Head of investor relations

Does the Company have an appointed head of investor : Yes
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

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone 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

7.6.4 Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

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

8.1.1 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
1. Mr. THANCHART KITPIPIT	Director (Executive Directors)	6 Sep 1988	Automotive, Energy & Utilities, Transportation & Logistics, Engineering, Corporate Social Responsibility
2. Mr. LITTEE KITPIPIT	Director (Executive Directors)	4 Oct 2012	Energy & Utilities, Marketing, Engineering, Project Management, Leadership
3. Ms. NARISSARA KITPIPIT	Director (Executive Directors)	4 Oct 2012	Data Analysis, Engineering, Strategic Management, Risk Management, Budgeting
4. Mrs. KANNIKA NGAMSOPEE	Director (Non-executive directors, Independent director)	20 Dec 2016	Finance & Securities, Accounting, Risk Management, Internal Control, Governance/ Compliance
5. Mrs. PIMWANITAR JARATPREEDAR	Director (Executive Directors)	9 Nov 2017	Accounting, Finance, Data Analysis, Risk Management, Internal Control
6. ACM VORACHAT THARECHAT	Director (Non-executive directors, Independent director)	4 Oct 2018	Law, Leadership
7. Mr. EKAJAI TIVUTANOND	Director (Non-executive directors, Independent director)	16 Jun 2020	Law, Sustainability, Change Management, Risk Management, Governance/ Compliance
8. Pol.Lt.Gen. PRAYAD BOONSRI	Director (Non-executive directors, Independent 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
1. Mr. CHAMNARN WANGTAL	Director (Non-executive directors, Independent director)	23 Apr 2025	Finance & Securities, Finance, Data Analysis, Risk Management, Audit

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 : No
directors over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

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

Rights of minority shareholders on director appointment

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

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)	Participating	Other <ul style="list-style-type: none"> • 2025: IEEE Seminar: Power Development Plan (PDP) and Green Energy for Sustainability, and Third Party Access (TPA) for Power Grid Services

List of directors	Participation in training in the past financial year	History of training participation
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 – Preparing the Company for a Confident Future • 2025: Real AI Leader Program (Batch 2)
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: Insight in SET: ID & AC Focus – Navigating Growth and Sustainability in the Capital Market, The Stock Exchange of Thailand (SET)
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	Non-participating	-
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	-

List of directors	Participation in training in the past financial year	History of training participation
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.

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 10
year (times)

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. PISIT SEREWIWATTANA (Chairman of the board of directors, Independent director)	10	/	10	1	/	1	N/A	/	N/A
2. Mr. THANCHART KITPIPIT (Director)	9	/	10	1	/	1	N/A	/	N/A
3. Mr. LITTEE KITPIPIT (Director)	9	/	10	1	/	1	N/A	/	N/A
4. Ms. NARISSARA KITPIPIT (Director)	10	/	10	1	/	1	N/A	/	N/A
5. Mrs. KANNIKA NGAMSOPEE (Director, Independent director)	10	/	10	1	/	1	N/A	/	N/A
6. Mrs. PIMWANITAR JARATPREEDAR (Director)	10	/	10	1	/	1	N/A	/	N/A
7. ACM VORACHAT THARECHAT (Director, Independent director)	10	/	10	1	/	1	N/A	/	N/A
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)	10	/	10	1	/	1	N/A	/	N/A
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)	10	/	10	1	/	1	N/A	/	N/A
10. Mr. CHAMNARN WANGTAL (Director, Independent director)	6	/	10	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List 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, Independent director)	10/10 (100.00%)	1/1 (100.00%)	N/A
2. Mr. THANCHART KITPIPIT (Director)	9/10 (90.00%)	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, Independent 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, Independent director)	10/10 (100.00%)	1/1 (100.00%)	N/A
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)	10/10 (100.00%)	1/1 (100.00%)	N/A
9. Pol.Lt.Gen. PRAYAD BOONSRI (Director, Independent director)	10/10 (100.00%)	1/1 (100.00%)	N/A
10. Mr. CHAMNARN WANGTAL (Director, Independent director)	6/10 (60.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	(94.00%)	100.00%	N/A

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

Mr. Chamnan Wangtan resumed his position as Director of the Company, effective 23 April 2025.

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		0.00
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	

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)	0.00	0.00	0.00	No	
3. Mr. LITTEE KITPIPIT (Director)			0.00		0.00
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		0.00
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		0.00
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		0.00
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		0.00
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	
Risk Management Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
8. Mr. EKAJAI TIVUTANOND (Director, Independent director)			350,000.00		0.00
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	
10. Mr. CHAMNARN WANGTAL (Director, Independent director)			232,000.00		0.00
Board of Directors (Director)	108,000.00	N/A	108,000.00	-	
Audit Committee (Member of the audit committee)	54,000.00	0.00	54,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
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		0.00
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

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision 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 associated : Yes
companies

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

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

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

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

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

8.1.4 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 : Yes

interest over the past year

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 inside : Yes

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 Company's 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 Company's 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 Company's securities, particularly during the one-month period prior to the public disclosure of

the Company’s 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 : Yes
past year

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

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee ⁽¹⁾

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (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)	3	/	5	3/5 (60.00%)
Average Attendance Rate				90.00%

Remark : ⁽¹⁾ Mr. Chamnan Wangtal rejoined as a director of the company and an audit committee member on April 23, 2025.

8.2.2 The results of duty performance of the audit committee

The Audit Committee has independently performed the duties assigned by the Board of Directors and complied with the established Audit Committee Charter. It has focused on reviewing financial statements, good corporate governance, reviewing risk management and internal audit systems, and ensuring the Company's compliance with securities and exchange laws, within the scope of the Audit Committee's powers and responsibilities, with an emphasis on adhering to good corporate governance principles. In 2025, the Audit Committee considered various matters, with key issues and substance as follows:

1. To consider reviewing and approving financial reports, quarterly financial statements, and annual financial statements, by listening to additional opinions and suggestions from the auditor to ensure compliance with generally accepted accounting principles, before submitting them to the Board of Directors for consideration and approval.
2. To monitor and provide opinions on compliance with good corporate governance principles to ensure transparency and auditability, and to promote continuous development processes for good corporate governance.

3. The Audit Committee reviewed significant disclosures, connected transactions, or inter-company transactions that might have conflicts of interest to ensure that the Company conducted business under normal commercial terms and complied with the Securities and Exchange Act of Thailand.

4. To consider evaluating and reviewing internal control systems and internal audits to ensure they are appropriate, transparent, and efficient. This is done by monitoring the performance of Dharmniti Internal Audit Co., Ltd., which serves as the Company's internal auditor for 2025, to ensure it can perform its duties independently and effectively. Furthermore, it monitors and improves the operations of the Company and its subsidiaries and provides opinions on internal controls.

5. The Audit Committee held a private meeting with the Company's auditor without the presence of management. This was arranged as an additional special meeting, beyond the regular Audit Committee meetings.

6. To consider selecting and proposing the appointment of KPMG Phoomchai Audit Ltd. as the Company's auditor for the year 2025, which is an auditor approved by the Securities and Exchange Commission.

7. To consider selecting and appointing an internal auditor by appointing Dharmniti Internal Audit Co., Ltd. as the Company's internal auditor for the year 2025.

8. To review the Audit Committee Charter to align with the criteria and requirements of the Securities and Exchange Commission, the Stock Exchange of Thailand, and good corporate governance policies, to assure shareholders, business partners, customers, and other stakeholders of the Company that the Company's operations comply with regulations and adhere to ethical conduct, while maintaining an effective internal control system.

The Audit Committee monitored operations in 2025 and performed its assigned duties and responsibilities. It utilized its knowledge and capabilities in its work over the past year with due diligence and sufficient independence. It placed great importance on internal operations, ensuring transparent, appropriate, and adequate internal control systems. No material issues were found that would affect the effectiveness of internal controls and the Company's risk management. The Audit Committee is of the opinion that the Company's financial reports are prepared with sufficient

disclosure and in accordance with generally accepted accounting principles, as well as relevant business regulations and laws. Furthermore, no material issues were found that could affect the effectiveness of the Company's internal controls and risk management system. The Audit Committee has reported this opinion to the Board of Directors.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 7

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (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 Nomination, Remuneration and Corporate Governance Committee

Meeting Nomination, Remuneration and Corporate : 5

Governance Committee (times)

List of Directors	Meeting attendance Nomination, Remuneration and Corporate Governance Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (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 executives.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (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	/	2	1 / 2 (50.00%)
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				92.86%

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.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors authorized the Audit Committee to audit the effectiveness of the internal control system to ensure the system is appropriate.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Board of Directors has authorized the Audit Committee to verify the appropriateness and effectiveness of the internal control system to ensure that it is sufficient and compliant with COSO (The Committee of Sponsoring Organization of the Treadway Commission)'s internal control principles, covering management control, operational control, accounting and financial control, and compliance control.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control different from the board of directors' opinions? : No

Does the auditor have any observations on the company's internal control? : No

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Audi Committee concluded that the Company's management, operations, risk management, and internal control are aligned with the guideline stated in the SEC's internal control system assessment, which is appropriate for the operations, goals, objectives, relevant laws and regulations, corruption prevention, reliable accounting, and reporting. The Audit Committee resolved to appoint Mr. Nuttakit Boonmee as the Company's Internal Auditor. He possesses extensive experience in internal control and internal audit, and is fully qualified in both professional competence and internationally recognized certifications. He can provide independent opinions and constructive recommendations that support continuous improvement and ensure the effectiveness of the Company's internal control processes, thereby contributing to the achievement of organizational objectives. The Board of Directors agrees with the Audit Committee.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes
of the internal audit unit require the audit committee
approval?

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Thanchart Kitpipit -	Director with Authorized Signature and a major shareholder of the Company .	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Mr. Thanchart Kitpipit			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Receiving financial assistance</p> <p><u>Details</u></p> <p>Principal repayment at the end of 2-year period or later agreed upon, interest payment monthly.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company will use such loans to increase working capital within the business and support future business expansion which will benefit to the Company directly.</p> <p><u>Audit committee's opinion</u></p> <p>-None-</p>	-	201,500,000.00	201,500,000.00
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Receiving financial assistance</p> <p><u>Details</u></p> <p>Principal repayment at the end of 2-year period or later agreed upon, interest payment monthly.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company will use such loans to increase working capital within the business and support future business expansion which will benefit to the Company directly.</p> <p><u>Audit committee's opinion</u></p> <p>-None-</p>	-	100,000,000.00	250,000,000.00

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Report on the Board of Directors' Responsibility for the Financial Reports

The Board of Directors of Scan Inter Public Company Limited is responsible for the preparation of financial statements to reflect the financial position and operating results of the Company under the Public Limited Companies Act B.E. 2535 (1992), the Accounting Act B.E. 2543 (2000), and the Securities and Exchange Act B.E. 2535 (1992), including the notifications of the Capital Market Supervisory Board regarding the rules, conditions, and procedures for reporting and disclosure of information on the financial position and operating results of securities issuing companies.

The Board of Directors recognizes its duties and responsibilities as directors of a listed company in ensuring the reliability of the financial statements, covering both the separate financial statements and the consolidated financial statements of the Company and its subsidiaries, as well as the financial information presented in the Form 56-1 One Report of Scan Inter Public Company Limited for the 2025 fiscal year. These financial statements have been prepared in accordance with Generally Accepted Accounting Principles (GAAP), using appropriate and consistently applied accounting policies, while exercising cautious and reasonable judgment in their preparation to accurately and transparently reflect the financial position, past operating performance, and cash flows. Furthermore, sufficient disclosure of significant information has been provided in the notes to the financial statements, along with explanations and analyses, for the benefit of shareholders and general investors.

In addition, the Board of Directors has established and maintained effective internal control and risk management systems, internal audits, and appropriate oversight to provide reasonable assurance that the accounting information is accurate, complete, and sufficient to safeguard the Company's assets, identify weaknesses, and prevent fraud or significantly irregular operations.

In this regard, the Board of Directors has appointed the Audit Committee, comprised of independent directors, to be responsible for reviewing the quality of financial reports and the adequacy of the internal control system. The Audit Committee's opinion on these matters has already been presented in the Audit Committee's Report included in this Form 56-1 One Report.

The Board of Directors is of the opinion that the Company's internal control and risk management systems are appropriate and sufficient, providing reasonable confidence that the separate financial statements and the consolidated financial statements of the Company and its subsidiaries for the 2025 fiscal year are reliable, present fairly in all material respects in accordance with Generally Accepted Accounting Principles, and comply with all relevant laws and regulations.

March 31, 2026

On behalf of the Board of Directors of Scan Inter Public Company Limited

(Mr. Pisit Serewiwattana)

Chairman of the Board

(Mr. Thanchart Kitpipit)

Acting Chief Executive Officer

Auditor's Report

**Scan Inter Public Company Limited
and its Subsidiaries**

Financial statements for the year ended
31 December 2025
and
Independent Auditor's Report



KPMG Phoomchai Audit Ltd.
50th Floor, Empire Tower
1 South Sathorn Road, Yannawa
Sathorn, Bangkok 10120, Thailand
Tel +66 2677 2000
Fax +66 2677 2222
Website home.kpmg/th

บริษัท เคพีเอ็มจี ภูมิภาคไทย สอบบัญชี จำกัด
ชั้น 50 เอ็มไพร์ ทาวเวอร์
1 ถนนสาทรใต้ แขวงยานนาวา
เขตสาทร กรุงเทพฯ 10120
โทร +66 2677 2000
แฟกซ์ +66 2677 2222
เว็บไซต์ home.kpmg/th

Independent Auditor's Report

To the Shareholders of Scan Inter Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Scan Inter Public Company Limited and its subsidiaries (the “Group”) and of Scan Inter Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2025, the consolidated and separate statements of income and comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



Impairment testing of goodwill and investments in subsidiaries, associate and joint venture	
Refer to Note 3 (p), 9, 11 and 14 to the financial statements.	
The key audit matter	How the matter was addressed in my audit
The Group consistently considered impairment testing of goodwill, and considered impairment testing of investments in subsidiaries, associate and joint venture when there is an indicator which both mainly affected by market situation. This required management's judgement. Therefore, this is an area of focus in my audit.	<p>My audit procedures included the following:</p> <ul style="list-style-type: none"> • Understanding the impairment testing process of the management including estimated future cash flow and key assumptions used; • Testing key assumptions that underpin management's discounted cash flows with reference to market situations and its operating environment, my knowledge of the industry, and other obtained information; • Consideration of the forecasting of financial performances by comparing historical estimation to the actual operating results and; • Consideration of the disclosures in accordance with the relevant Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.



Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.



I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguard applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in blue ink, appearing to read 'Jent W.' with a stylized flourish at the end.

(Treerawat Witthayaphalert)
Certified Public Accountant
Registration No. 11464

KPMG Phoomchai Audit Ltd.
Bangkok
27 February 2026

Financial Statements

Scan Inter Public Company Limited and its Subsidiaries
Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended 31 December		For the year ended 31 December	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Current assets					
Cash and cash equivalents	5	14,806	24,578	1,999	2,627
Trade and other current receivables	6	214,093	296,438	325,693	398,195
Short-term loans to related parties	4	330,920	333,920	590,416	636,983
Short-term loans to other joint operator		-	1,330	-	1,330
Current portion of long-term loan to other joint operator		-	147	-	147
Current portion of long-term loan to other party		-	1,680	-	1,680
Current portion of lease receivables	7	29,233	51,102	30,390	22,830
Inventories	8	261,580	314,836	251,653	295,782
Other current assets		125	19,689	-	19,093
Group of assets classified as held for sale	19	500,771	35,918	-	-
Total current assets		1,351,528	1,079,638	1,200,151	1,378,667
Non-current assets					
Restricted bank account		3,901	8,155	-	-
Lease receivables	7	208,424	808,472	238,342	268,148
Other non-current financial asset	25	-	121,749	-	121,749
Investment in associate	9	1,169,948	1,251,963	958,679	958,679
Investment in joint venture	9	388,868	400,359	210,120	212,670
Investments in subsidiaries	11	-	-	682,058	681,808
Other non-current receivables	10	484,308	469,226	485,453	457,350
Long-term loan to other party		-	105	-	105
Investment properties		18,466	19,959	14,362	15,855
Property, plant and equipment	12	990,419	1,059,007	349,954	393,014
Right-of-use assets	13	143,348	232,763	62,537	103,948
Goodwill	14	212,769	220,769	-	-
Other intangible assets		56,098	63,259	21,463	25,555
Deferred tax assets	22	80,488	29,104	78,671	27,773
Total non-current assets		3,757,037	4,684,890	3,101,639	3,266,654
Total assets		5,108,565	5,764,528	4,301,790	4,645,321

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries
Statement of financial position

	<i>Notes</i>	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended 31 December		For the year ended 31 December	
Liabilities and equity		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Current liabilities					
Short-term loans from financial institutions	15	1,424,783	1,396,018	1,419,798	1,374,595
Trade and other current payables		135,080	166,208	111,608	121,912
Current portion of long-term loans from financial institutions	15	95,007	177,841	95,007	123,211
Current portion of lease liabilities	15	40,751	52,784	18,028	27,832
Current portion of debentures	15	28,803	131,365	28,803	131,365
Short-term loans from related party	4, 15	-	-	36,000	27,800
Current portion of long-term loans from a director	4, 15	100,000	-	100,000	-
Corporate income tax payable		457	659	-	-
Provisions for products and services warranty		569	729	569	729
Liabilities included in disposal group classified as held for sale	19	239,363	-	-	-
Total current liabilities		2,064,813	1,925,604	1,809,813	1,807,444
Non-current liabilities					
Long-term loans from financial institutions	15	21,010	272,671	21,010	119,730
Lease liabilities	15	91,597	132,376	51,935	69,605
Other non-current payables		7,829	17,461	37	302
Long-term loans from a director	4, 15	303,500	301,500	303,500	301,500
Deferred tax liabilities	22	44,037	88,558	-	-
Non-current provisions for employee benefits		31,659	23,987	25,821	18,637
Total non-current liabilities		499,632	836,553	402,303	509,774
Total liabilities		2,564,445	2,762,157	2,212,116	2,317,218

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries
Statement of financial position

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended 31 December		For the year ended 31 December	
Liabilities and equity		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
Equity					
Share capital:	16				
Authorised share capital		869,145	866,114	869,145	866,114
Issued and paid-up share capital		606,861	606,858	606,861	606,858
Share premium on ordinary shares		1,357,192	1,357,192	1,357,192	1,357,192
Retained earnings					
Appropriated					
Legal reserve	17	86,914	86,611	86,914	86,611
Unappropriated		360,915	731,449	38,707	277,442
Other components of equity		5,129	96,313	-	-
Equity attributable to owners of the parent		2,417,011	2,878,423	2,089,674	2,328,103
Non-controlling interests		127,109	123,948	-	-
Total equity		2,544,120	3,002,371	2,089,674	2,328,103
Total liabilities and equity		5,108,565	5,764,528	4,301,790	4,645,321

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries

Statement of income

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended		For the year ended	
		31 December		31 December	
		2025	2024	2025	2024
<i>(Restated)</i>					
<i>(in thousand Baht)</i>					
Revenue					
Revenue from sale of goods	18	773,388	854,877	291,919	324,724
Revenue from rendering of services	18	<u>556,588</u>	<u>678,647</u>	<u>463,706</u>	<u>540,985</u>
		1,329,976	1,533,524	755,625	865,709
Cost of sales of goods	8, 20	(766,514)	(976,873)	(303,693)	(470,493)
Cost of rendering of services	20	<u>(445,240)</u>	<u>(443,094)</u>	<u>(381,783)</u>	<u>(350,491)</u>
Gross profit		118,222	113,557	70,149	44,725
Other income		74,211	132,681	85,150	151,541
Distribution costs	20	(2,335)	(5,628)	(1,482)	(5,001)
Administrative expenses	20	<u>(169,599)</u>	<u>(185,769)</u>	<u>(142,673)</u>	<u>(164,118)</u>
Profit from operating activities		20,499	54,841	11,144	27,147
Finance costs	21	(113,962)	(117,138)	(109,645)	(112,980)
Impairment loss determined in accordance with TFRS 9	25	(48,621)	(92,087)	(47,722)	(91,887)
Impairment losses on assets	12, 13	(40,904)	(111,457)	(19,275)	(34,930)
Impairment loss on investments	9	(2,550)	-	(2,550)	-
Impairment loss on goodwills	14	(8,000)	-	-	-
Loss from fair value of investment	25	(121,749)	-	(121,749)	-
Share of profit of associate and joint venture accounted for using equity method	9	<u>228</u>	<u>36,602</u>	<u>-</u>	<u>-</u>
Loss before income tax expense		(315,059)	(229,239)	(289,797)	(212,650)
Tax income	22	<u>53,134</u>	<u>13,639</u>	<u>50,991</u>	<u>14,684</u>
Loss for the year from continuing operations		(261,925)	(215,600)	(238,806)	(197,966)
Profit (loss) for the year from discontinued operation, net of tax	19	<u>(105,973)</u>	<u>3,294</u>	<u>-</u>	<u>-</u>
Loss for the year		<u>(367,898)</u>	<u>(212,306)</u>	<u>(238,806)</u>	<u>(197,966)</u>
Profit (loss) attributable to:					
Owners of the parent		(371,059)	(217,449)	(238,806)	(197,966)
Non-controlling interests		<u>3,161</u>	<u>5,143</u>	<u>-</u>	<u>-</u>
Loss for the year		<u>(367,898)</u>	<u>(212,306)</u>	<u>(238,806)</u>	<u>(197,966)</u>
Basic earnings (loss) per share (in Baht)					
Continuing operations	23	<u>(0.219)</u>	<u>(0.182)</u>	<u>(0.197)</u>	<u>(0.163)</u>
Discontinued operation		<u>(0.087)</u>	<u>0.002</u>	<u>-</u>	<u>-</u>
Diluted earnings (loss) per share (in Baht)					
Continuing operations	23	<u>(0.219)</u>	<u>(0.142)</u>	<u>(0.197)</u>	<u>(0.128)</u>
Discontinued operation		<u>(0.087)</u>	<u>0.002</u>	<u>-</u>	<u>-</u>

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries

Statement of comprehensive income

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended		For the year ended	
		31 December		31 December	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Loss for the year		(367,898)	(212,306)	(238,806)	(197,966)
Other comprehensive income (expense)					
<i>Items that will be reclassified subsequently to profit or loss</i>					
Exchange differences on translating financial statements	9	(91,184)	(4,579)	-	-
Total items that will be reclassified subsequently to profit or loss		(91,184)	(4,579)	-	-
<i>Item that will not be reclassified to profit or loss</i>					
Remeasurement gains on defined benefit plans		828	-	374	-
Total items that will not be reclassified subsequently to profit or loss		828	-	374	-
Other comprehensive income (expense) for the year, net of tax		(90,356)	(4,579)	374	-
Total comprehensive income (expense) for the year		(458,254)	(216,885)	(238,432)	(197,966)
Total comprehensive income (expense) attributable to:					
Owners of the parent		(461,415)	(222,028)	(238,432)	(197,966)
Non-controlling interests		3,161	5,143	-	-
Total comprehensive income (expense) for the year		(458,254)	(216,885)	(238,432)	(197,966)

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries

Statement of changes in equity

		Consolidated financial statements									
		Retained earnings			Other components of equity			Total equity			
		Issued and paid-up share capital	Premium on ordinary shares	Legal reserve	Unappropriated	Translating foreign operations	A business combination under common control	Total other components of equity	attributable to owners of the parent	Non-controlling interests	Total equity
Note											
(in thousand Baht)											
Year ended 31 December 2024											
	Balance at 1 January 2024	600,000	1,346,389	72,000	978,555	79,179	21,713	100,892	3,097,836	118,805	3,216,641
Transactions with owners, recorded directly in equity											
<i>Contributions by and distributions to owners of the parent</i>											
	Share options exercised	6,858	2,275	-	-	-	-	-	9,133	-	9,133
	Share-based payment transactions	-	8,528	-	-	-	-	-	8,528	-	8,528
24	Dividends	-	-	-	(15,046)	-	-	-	(15,046)	-	(15,046)
	Total Transactions with owners, recorded directly in equity	6,858	10,803	-	(15,046)	-	-	-	2,615	-	2,615
Comprehensive income (expense) for the year											
	Profit (loss)	-	-	-	(217,449)	-	-	-	(217,449)	5,143	(212,306)
	Other comprehensive income (expense)	-	-	-	-	(4,579)	-	(4,579)	(4,579)	-	(4,579)
	Total comprehensive income (expense) for the year	-	-	-	(217,449)	(4,579)	-	(4,579)	(222,028)	5,143	(216,885)
	Transfer to legal reserve	-	-	14,611	(14,611)	-	-	-	-	-	-
	Balance at 31 December 2024	606,858	1,357,192	86,611	731,449	74,600	21,713	96,313	2,878,423	123,948	3,002,371
Year ended 31 December 2025											
	Balance at 1 January 2025	606,858	1,357,192	86,611	731,449	74,600	21,713	96,313	2,878,423	123,948	3,002,371
Transactions with owners, recorded directly in equity											
<i>Contributions by and distributions to owners of the parent</i>											
	Issue of ordinary shares	3	-	-	-	-	-	-	3	-	3
	Total Transactions with owners, recorded directly in equity	3	-	-	-	-	-	-	3	-	3
Comprehensive income (expense) for the year											
	Profit (loss)	-	-	-	(371,059)	-	-	-	(371,059)	3,161	(367,898)
	Other comprehensive income (expense)	-	-	-	828	(91,184)	-	(91,184)	(90,356)	-	(90,356)
	Total comprehensive income (expense) for the year	-	-	-	(370,231)	(91,184)	-	(91,184)	(461,415)	3,161	(458,254)
	Transfer to legal reserve	-	-	303	(303)	-	-	-	-	-	-
	Balance at 31 December 2025	606,861	1,357,192	86,914	360,915	(16,584)	21,713	5,129	2,417,011	127,109	2,544,120

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries

Statement of changes in equity

	Note	Separate financial statements			Total equity	
		Issued and paid-up share capital	Premium on ordinary shares	Retained earnings Legal reserve Unappropriated		
(in thousand Baht)						
Year ended 31 December 2024						
Balance at 1 January 2024		600,000	1,346,389	72,000	505,065	2,523,454
Transactions with owners, recorded directly in equity						
<i>Contributions by and distributions to owners of the parent</i>						
Share option exercised		6,858	2,275	-	-	9,133
Share-based payment		-	8,528	-	-	8,528
Dividends	24	-	-	-	(15,046)	(15,046)
Total transactions with owners, recorded directly in equity		6,858	10,803	-	(15,046)	2,615
Comprehensive income for the year						
Loss		-	-	-	(197,966)	(197,966)
Other comprehensive income		-	-	-	-	-
Total comprehensive income (expense) for the year		-	-	-	(197,966)	(197,966)
Transfer to legal reserve		-	-	14,611	(14,611)	-
Balance at 31 December 2024		606,858	1,357,192	86,611	277,442	2,328,103
Year ended 31 December 2025						
Balance at 1 January 2025		606,858	1,357,192	86,611	277,442	2,328,103
Transactions with owners, recorded directly in equity of the parent						
<i>Contributions by and distributions to owners of the parent</i>						
Issue of ordinary shares	16	3	-	-	-	3
Total transactions with owners, recorded directly in equity		3	-	-	-	3
Comprehensive income (expense) for the year						
Loss		-	-	-	(238,806)	(238,806)
Other comprehensive income		-	-	-	374	374
Total comprehensive income (expense) for the year		-	-	-	(238,432)	(238,432)
Transfer to legal reserve		-	-	303	(303)	-
Balance at 31 December 2025		606,861	1,357,192	86,914	38,707	2,089,674

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries
Statement of cash flows

	<i>Notes</i>	Consolidated		Separate	
		financial statements		financial statements	
		For the year ended		For the year ended	
		31 December		31 December	
		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
<i>Cash flows from operating activities</i>					
Loss for the year		(367,898)	(212,306)	(238,806)	(197,966)
<i>Adjustments to reconcile loss to cash receipts (payments)</i>					
Tax income		(53,134)	(13,639)	(50,991)	(14,684)
Finance costs		113,962	117,138	109,645	112,980
Depreciation and amortisation		126,428	125,053	73,168	80,081
Expected credit loss	6, 19	159,179	92,087	47,722	91,887
Provision for products and services warranties		(160)	(532)	(160)	(532)
Non-current provisions for employee benefit		8,831	2,839	8,059	2,278
Share of profit of associate and joint ventures					
accounted for using equity method, net of tax	9	(229)	(36,602)	-	-
(Reversal) loss on inventories devaluation		40,547	5,713	38,252	(4,379)
Impairment losses on fixed assets and right-of-use assets	12, 13	40,904	111,457	19,275	34,930
Loss on impairment of investments	9	2,550	-	2,550	-
Loss on fair value adjustment of investment	25	121,749	-	121,749	-
Loss on impairment of goodwill	4	8,000	-	-	-
Gain on disposal of property, plant and equipment and other assets		(15,604)	(1,976)	(13,691)	(1,724)
Share-based payment		-	13,113	-	13,113
Interest income		(28,312)	(66,241)	(56,686)	(81,809)
		<u>156,813</u>	<u>136,104</u>	<u>60,086</u>	<u>34,175</u>
<i>Changes in operating assets and liabilities</i>					
Trade and other current receivables		35,090	106,436	28,352	166,932
Inventories		(1,685)	10,876	8,768	19,089
Lease receivables		57,095	94,352	23,073	21,960
Other non-current receivables		(7,152)	3,016	(14,715)	(237)
Trade and other current payables		(15,107)	(55,986)	(8,599)	3
Other non-current payables		(28)	888	(263)	(45,681)
Paid for provisions for employee benefit		(503)	(517)	(407)	(352)
Net cash generated from operation		<u>224,523</u>	<u>295,169</u>	<u>96,295</u>	<u>195,889</u>
Tax received (paid)		(1,339)	(17,162)	5,799	(13,880)
Net cash from operating activities		<u>223,184</u>	<u>278,007</u>	<u>102,094</u>	<u>182,009</u>

The accompanying notes form an integral part of the financial statements.

Scan Inter Public Company Limited and its Subsidiaries
Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	For the year ended		For the year ended	
	31 December		31 December	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<i>Cash flows from investing activities</i>				
Proceeds from loans to related parties	-	-	102,867	133,828
Payment for loans to related parties	-	-	(59,300)	(111,400)
Proceeds from loans to other joint operator	-	409	-	409
Proceeds from loans to other parties	4,201	3,090	4,201	3,090
Proceeds from loans to joint venture	3,000	64,200	3,000	64,200
Payment for loans to other party	(2,416)	-	(2,416)	-
Net cash outflows for acquisition of subsidiary	-	-	(250)	-
Proceeds from disposals of property, plant and equipment	57,338	8,032	13,999	2,463
Payment for acquisition of property, plant and equipment	(8,249)	(30,086)	(3,265)	(28,471)
Payment for acquisition of intangible assets	(195)	(125)	-	(125)
Interest received	26,683	47,912	51,600	58,618
Net cash from investing activities	80,362	93,432	110,436	122,612
<i>Cash flows from financing activities</i>				
Proceeds from short-term loans from financial institutions	565,340	832,850	511,542	811,428
Proceeds from short-term loans from related parties	-	-	8,200	3,100
Repayment for short-term loans from financial institutions	(515,914)	(943,191)	(466,339)	(943,191)
Proceeds from long-term loans from related parties	105,000	301,500	105,000	301,500
Repayment for short-term loans from related parties	(3,000)	(201,120)	(3,000)	(208,420)
Proceeds from long-term loans from financial institutions	-	8,529	-	-
Repayment for long-term loans from financial institutions	(184,401)	(212,449)	(126,747)	(129,627)
Repayment for liabilities under lease agreements	(61,258)	(43,956)	(31,204)	(35,727)
Proceeds from exercise of share options	3	4,546	3	4,546
Proceeds from issuing debentures	26,809	-	26,809	-
Repayment for debentures	(131,365)	-	(131,365)	-
Dividend paid	-	(15,042)	-	(15,042)
Interest paid	(114,532)	(122,796)	(106,057)	(108,806)
Net cash used in financing activities	(313,318)	(391,129)	(213,158)	(320,239)
Net decrease in cash and cash equivalents	(9,772)	(19,690)	(628)	(15,618)
Cash and cash equivalents at 1 January	24,578	44,268	2,627	18,245
Cash and cash equivalents at 31 December	14,806	24,578	1,999	2,627

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Material accounting policies
4	Related parties
5	Cash and cash equivalents
6	Trade and other current receivables
7	Lease receivables
8	Inventories
9	Investments in associate and joint ventures
10	Joint operation
11	Investments in subsidiaries
12	Property, plant and equipment
13	Leases
14	Goodwill
15	Interest-bearing liabilities
16	Share capital
17	Legal reserve
18	Segment information and disaggregation of revenue
19	Discontinued operation
20	Expenses by nature
21	Finance costs
22	Income tax
23	Loss per share
24	Dividends
25	Financial instruments
26	Capital management
27	Commitments with non-related parties
28	Litigations

Scan Inter Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 27 February 2026.

1 General information

Scan Inter Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 23 February 2015. The Company’s registered office at 355 Bondstreet Road, Bangpood, Pakkred, Nonthaburi, Thailand

The Company’s major shareholders during the financial year was The Kitpipit family.

The principal businesses of the Company and its subsidiaries and joint operation, the “Group”, are trade of NGV gas, solar power plant and others.

Details of the Company’s subsidiaries as at 31 December 2025 and 2024 are disclosed in note 11.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. Estimates and underlying assumptions that described in note 3 have been applied consistently to all periods presented in these financial statements.

The consolidated financial statements relate to the Company and its subsidiaries and joint operation (together referred to as the “Group”) and the Group’s interests in associates and joint ventures. The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s and Company’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

The Group has not early adopted a number of new and revised TFRS, which are not yet effective for the financial statements in annual reporting periods beginning on or after 1 January 2026. The Group has assessed the potential initial impact on the financial statement of the new revised TFRS and expects that there will be no material impact on the financial statements.

3 Material accounting policies

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries and joint operation (together referred to as the “Group”) and the Group’s interests in associate and joint venture.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

When there is a change in the Group's interest in a subsidiary that do not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received from the acquisition or disposal of the non-controlling interests with no change in control are accounted for as other surpluses or deficits in shareholders' equity.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Associates and joint operations

Associates and joint operations are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

The Group recognises investments in associate and joint venture using the equity method in the consolidated financial statements. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence or joint control ceases.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method. In all other cases, when the Group ceases to have significant influence over an associate or joint control over a joint venture, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former investee at the date when significant influence or joint control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised gains arising from transactions with associates and joint ventures are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) *Investments in subsidiaries, associate and joint ventures*

Investments in subsidiaries, associate and joint venture in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established. If the Group disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) *Foreign currencies*

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date. Non-monetary assets and liabilities measured at fair value in foreign currencies are translated at the exchange rates at the dates that fair value was determined.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations, excluding foreign operations in hyperinflationary economies, are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign currency differences and the effective portion of any foreign currency differences arising from hedges of a net investment in a foreign operation are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment, except to the extent that the translation difference is allocated to non-controlling interests.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the translation reserve in equity until disposal of the investment.

(d) Financial instruments

(d.1) Classification and measurement

Debt securities issued by the Group are initially recognised when they are originated. Financial assets and financial liabilities (except trade accounts receivables (see note 3(f))) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Investments in non-marketable securities measured at FVTPL are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Company's right to receive payment is established.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(d.4) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost and lease receivables,

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Group recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes action such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(d.5) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which have maturities of three months or less from the date of acquisition.

(f) Trade and other current receivables

A receivable and other current receivable is recognised when the Group has an unconditional right to receive consideration and measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the first in first out principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Non-current assets classified as held for sale

Non-current assets are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use. Such assets are measured at the lower of their carrying amount and fair value less cost to sell. Impairment losses on initial classification as held for sale and subsequent gains and losses on remeasurement are recognised in profit or loss.

Once classified as held for sale, intangible assets, plant and equipment are no longer amortised or depreciated, and any equity-accounted investee is no longer equity accounted.

(i) Investment properties

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Depreciation is calculated on a straight-line basis over the estimated useful lives of buildings and improvement and recognised in profit or loss. No depreciation is charged on freehold land and assets under construction.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

(j) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land or assets under construction.

The estimated useful lives are as follows:

Building and building improvement	2 - 20 years
Machinery	5 - 25 years
Factory tools and equipment	5 - 10 years
Furniture, fixtures and office equipment	5 - 10 years
Vehicles	5 - 10 years

(k) Goodwill

Goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investee, the carrying amount of goodwill is included in the carrying amount of the investment. Internally generated goodwill and brands, is recognised in profit or loss as incurred.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(l) Research and development

Development expenditure is capitalised only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. Other development expenditure and expenditure on research activities are recognised in profit or loss as incurred.

Capitalised development expenditure is measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it increases the future economic benefits.

(m) Intangible assets

Intangible assets are measured at cost less impairment losses. Subsequent expenditure is capitalised only when it will generate future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Computer software	3 - 10	years
Rights in gas operating agreements	8 - 22	years
Compensation for the rights of selling electricity	25	years
Research and development	10	years

(n) Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification or a change in the assessment of options specified in the lease. When

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group estimates lifetime expected credit losses, using a provision matrix to find ECLs rate. This method groups the lease receivables based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(o) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(p) Employee benefits

Defined contribution plans

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans are calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(q) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

(r) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(s) Revenue from contracts

Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale for the estimated products to be returned.

Revenue from distributing electricity from lease contracts is recognised in profit or loss by using the effective interest rate method over the period of the power purchase agreements.

Revenue for rendering of services is recognised over time based on stage of completion. The stage of completion is assessed based on surveys of work performed. The related costs are recognised in profit or loss when they are incurred.

For bundled packages, the Group recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices.

(t) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Scan Inter Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2025

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of their assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statement.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(u) *Discontinued operation*

A discontinued operation is a component of the Group's business that represents a separate major line of business that has been disposed of or is held for sale. Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale, if earlier. When an operation is classified as a discontinued operation, the comparative statement of comprehensive income is restated as if the operation had been discontinued from the start of the comparative period.

(v) *Earnings (loss) per share*

The calculations of both basic earnings (loss) per share and diluted EPS have been based on the profit attributable to ordinary shareholders of the Company and the weighted-average number of ordinary shares outstanding, with the calculation of diluted EPS further adjusted for the effects of all dilutive potential ordinary shares.

4 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that is under common control or under the same significant influence as the Group; or a person or entity over which the Group has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making.

Relationships with subsidiaries, associates and joint ventures are described in note 9 and 11. Other related parties which the Group and the Company had significant transactions with during the year were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationships
The Kitpipit family	Thailand	Major shareholders of the Group

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

<i>Balances with related parties</i> <i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Lease receivables				
Related parties				
- Current	-	-	-	1,109
Total	-	-	-	1,109
Loans to				
Subsidiaries	-	-	259,496	303,063
Associate	330,920	333,920	330,920	333,920
Total	330,920	333,920	590,416	636,983
Trade accounts payable				
Subsidiaries	-	-	4,490	6,098
Joint ventures	132	-	132	-
Total	132	-	4,622	6,098
Lease liabilities				
Subsidiaries				
- Current	-	-	697	652
- Non-current	-	-	23,292	23,989
Total	-	-	23,989	24,641
Other current payables				
Subsidiaries	-	-	2,060	243
Joint ventures	2	-	2	-
Total	2	-	2,062	243
Short-term loans from				
Subsidiaries	-	-	36,000	27,800
Total	-	-	36,000	27,800
Long-term loans from				
Director				
- Current	100,000	-	100,000	-
- Non-current	303,500	301,500	303,500	301,500
Total	403,500	301,500	403,500	301,500

Significant agreement with related parties

As at 31 December 2025, the Group have agreement with related party is as follows:

The Company entered into an agreement to provide labours, drivers, and trailer truck operators with a related company. The service rate is as specified in the agreement. This agreement will be terminated in July 2026.

In January 2024, the Company entered into long-term loan agreement from a director with credit facility of Baht 201.5 million with interest at the rate of 5.33% per annum and due for repayment in January 2026. Subsequently in December 2025, the Company amended the loan agreement to extend the repayment period by 1 year, resulting in a revised maturity date in January 2027.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

During the year 2024, the Company entered into long-term loan agreement from a director with credit facility of Baht 250 million, bears interest at the rate of 6.5% per annum and due for repayment in September 2026.

5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Cash on hand	3,235	3,372	482	845
Cash at banks	11,571	21,206	1,517	1,782
Total	14,806	24,578	1,999	2,627

6 Trade and other current receivables

	<i>Note</i>	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Related parties	4				
Trade accounts receivable		11,123	10,448	209,095	226,653
Others		18,496	16,538	37,030	31,821
		29,619	26,986	246,125	258,474
Other parties					
Trade accounts receivable		319,807	338,950	275,215	285,861
Undue input VAT		15,112	20,355	3,052	6,798
Prepaid expenses		9,045	16,363	7,100	8,731
Revenue department receivable		2,665	3,388	242	242
Goods deposit		1,921	986	1,438	515
Others		27,210	33,558	24,993	23,801
		375,760	413,600	312,040	325,948
Total		405,379	440,586	558,165	584,422
<i>Less allowance for expected credit loss</i>					
- Related parties		(2,575)	-	(47,299)	(44,725)
- Other parties		(188,711)	(144,148)	(185,173)	(141,502)
		(191,286)	(144,148)	(232,472)	(186,227)
Net		214,093	296,438	325,693	398,195

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

7 Lease receivables

	Consolidated financial statements									
	Receivables under lease contracts		Unearned interest income		Net		Allowance for expected credit loss		Net	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	<i>(in thousand Baht)</i>									
<i>Maturity period</i>										
Within 1 year	69,788	144,340	(40,555)	(91,565)	29,233	52,775	-	(1,673)	29,233	51,102
1 - 5 years	217,717	641,825	(149,224)	(323,612)	68,493	318,213	-	(7,672)	68,493	310,541
After 5 years	389,626	952,920	(249,695)	(449,744)	139,931	503,176	-	(5,245)	139,931	497,931
Total	677,131	1,739,085	(439,474)	(864,921)	237,657	874,164	-	(14,590)	237,657	859,574

Subsidiary of the company previously entered into agreements for the electricity power generation from solar rooftop projects with private companies for period from 15 to 20 years before classified as a discontinued operation or disposal groups classified as held for sale, which included net lease receivables of Baht 482.96 million as at 31 December 2025 (see note 19).

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Separate financial statements					
	Receivables under lease contract		Unearned interest income		Net	
	2025	2024	2025	2024	2025	2024
<i>Maturity period</i>	<i>(in thousand Baht)</i>					
Within 1 year	72,866	68,606	(42,476)	(45,776)	30,390	22,830
1 - 5 years	229,183	262,612	(156,261)	(163,349)	72,922	99,263
After 5 years	427,238	466,077	(261,818)	(297,192)	165,420	168,885
Total	729,287	797,295	(460,555)	(506,317)	268,732	290,978

In 2009, the Company entered into an agreement with a local company to provide service of establishing the Private Mother Station including building and other structures, and service of compressing natural gas for period of 20 years which will be expired in 2029. In 2015, the Company entered into an additional agreement with the aforesaid local company pertaining to service of compressing natural gas for period of 14 years which will be expired in 2029.

8 Inventories

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Finished goods	40,261	39,817	33,645	33,264
Work in progress	24,611	40,995	22,868	27,779
Raw materials	340,711	341,970	336,485	337,797
Factory supplies	1,410	1,541	1,019	1,055
Total	406,993	424,323	394,017	399,895
Less allowance for decline in value of inventory and inventory obsolescence	(145,413)	(109,487)	(142,364)	(104,113)
Net	261,580	314,836	251,653	295,782

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(Restated)</i> <i>(in thousand Baht)</i>			
Inventories recognised as a cost of sales of goods				
- Cost of goods sold	730,588	971,745	265,442	465,529
- Write-down	35,926	5,128	38,251	4,964
Net	766,514	976,873	303,693	470,493

9 Investments in associate and joint ventures

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<i>Associate</i>				
At 1 January	1,251,963	1,222,754	958,679	958,679
Share of profit accounted for using equity method	9,169	33,788	-	-
Exchange differences on translating financial statements	(91,184)	(4,579)	-	-
At 31 December	1,169,948	1,251,963	958,679	958,679

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Joint ventures				
At 1 January	400,359	397,545	212,670	212,670
Share of profit (loss) accounted for using equity method	(8,941)	2,814	-	-
Impairment on investments	(2,550)	-	(2,550)	-
At 31 December	<u>388,868</u>	<u>400,359</u>	<u>210,120</u>	<u>212,670</u>
Total				
At 1 January	1,652,322	1,620,299	1,171,349	1,171,349
Share of profit accounted for using equity method, net	228	36,602	-	-
Impairment on investments	(2,550)	-	(2,550)	-
Exchange differences on translating financial statements	(91,184)	(4,579)	-	-
At 31 December	<u>1,558,816</u>	<u>1,652,322</u>	<u>1,168,799</u>	<u>1,171,349</u>

Associate

The Company and other shareholders have pledged total share of Green Earth Power (Thailand) Co., Ltd. (“GEPT”) under the terms and conditions as specified in the share pledge agreement pursuant to construction contract.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Investments in associate and joint venture as at 31 December, and dividend income for the year as follows:

	Type of business	Country of operation	Ownership interest		Consolidated financial statements								Dividend income for the year					
					2025		2024		2025		2024				2025		2024	
					2025	2024	2025	2024	2025	2024	2025	2024			2025	2024		
			2025 2024 (%)		Paid-up capital 2025 2024		Cost 2025 2024		At equity method 2025 2024		Impairment 2025 2024		Equity-net 2025 2024		2025	2024		
<i>(in million Baht)</i>																		
Associates																		
Green Earth Power (Thailand) Co., Ltd.	Investment	Thailand	40	40	1,658,290	1,658,290	958,679	958,679	1,169,948	1,251,963	-	-	1,169,948	1,251,963	-	-		
Joint ventures																		
Thai-Japan Gas Network Co., Ltd.	Compressed natural gas for industry Cultivation and distribution of cannabis, hemp	Thailand	51	51	411,999	411,999	379,031	379,031	388,868	387,988	-	-	388,868	387,988	-	-		
Pharmaceutical Plants Co., Ltd.		Thailand	40.80	40.80	6,250	6,250	24,571	24,571	2,550	12,371	(2,550)	-	-	12,371	-	-		
							<u>403,602</u>	<u>403,602</u>	<u>391,418</u>	<u>400,359</u>	<u>(2,550)</u>	<u>-</u>	<u>388,868</u>	<u>400,359</u>	<u>-</u>	<u>-</u>		
Total							<u><u>1,362,281</u></u>	<u><u>1,362,281</u></u>	<u><u>1,561,366</u></u>	<u><u>1,652,322</u></u>	<u><u>(2,550)</u></u>	<u><u>-</u></u>	<u><u>1,558,816</u></u>	<u><u>1,652,322</u></u>	<u><u>-</u></u>	<u><u>-</u></u>		

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

		Separate financial statements												
	Type of business	Country of operation	Ownership interest		Paid-up capital		Cost		Impairment		Cost-net		Dividend income for the year	
			2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Associates														
Green Earth Power (Thailand) Co., Ltd.	Investment	Thailand	40	40	1,658,290	1,658,290	958,679	958,679	-	-	958,679	958,679	-	-
Joint ventures														
Thai-Japan Gas Network Co., Ltd.	Compressed natural gas for industry Cultivation and distribution of cannabis, hemp	Thailand	51	51	411,999	411,999	210,120	210,120	-	-	210,120	210,120	-	-
Pharmaceutical Plants Co., Ltd.		Thailand	40.80	40.80	6,250	6,250	2,550	2,550	(2,550)	-	-	2,550	-	-
Total							<u>212,670</u>	<u>212,670</u>	<u>(2,550)</u>	<u>-</u>	<u>210,120</u>	<u>212,670</u>	<u>-</u>	<u>-</u>
							<u>1,171,349</u>	<u>1,171,349</u>	<u>(2,550)</u>	<u>-</u>	<u>1,168,799</u>	<u>1,171,349</u>	<u>-</u>	<u>-</u>

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Material associates and joint ventures

The following table summarises the financial information of the associates and joint venture as included in their own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in these companies.

	Green Earth Power (Thailand) Co., Ltd.		Thai-Japan Gas Network Co., Ltd.	
<i>For the year ended 31 December</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Revenue	287,290	339,324	566,452	623,641
Profit (loss) from continuing operations ^a	36,638	98,183	(8)	15,602
Other comprehensive income (expense) for the year	(227,960)	(11,447)	-	-
Total comprehensive income (100%)	<u>(191,322)</u>	<u>86,736</u>	<u>(8)</u>	<u>15,602</u>
Total comprehensive income (expense) of the Group's interest	(76,529)	34,694	(4)	7,957
Power purchase agreement	(5,486)	(5,486)	-	-
Group's share of total comprehensive income (expense)	<u>(82,015)</u>	<u>29,208</u>	<u>(4)</u>	<u>7,957</u>
Dividend income from associate for the year	-	-	-	-
Current assets ^b	102,914	241,025	135,551	127,319
Non-current assets ^c	3,768,744	3,956,752	371,530	392,842
Current liabilities ^d	(635,704)	(578,030)	(53,547)	(65,091)
Non-current liabilities ^e	(792,921)	(985,305)	(25,172)	(26,717)
Net assets (100%)	<u>2,443,033</u>	<u>2,634,442</u>	<u>428,362</u>	<u>428,353</u>
Group's share of net assets	977,213	1,053,777	218,465	218,460
Power purchase agreement	71,998	111,426	-	-
Carrying amount of investments in associate and joint venture	<u>1,049,211</u>	<u>1,165,203</u>	<u>218,465</u>	<u>218,460</u>
Remark:				
a. Includes interest income	528	903	53	150
b. Includes cash and cash equivalents	2,562	79,245	22,787	5,064
c. Includes:				
- other long-term investment	94,751	-	-	-
- receivable from service concession agreement	2,461,348	2,579,538	-	-
- property, plant and equipment	2,150	3,869	336,292	365,861
d. Includes current financial liabilities (excluding trade and other payables and provisions)	(472,132)	(464,166)	(6,070)	(7,354)
e. Includes non-current financial liabilities (excluding trade, other payables and provisions)	(2,752)	(34,871)	(23,708)	(25,985)

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

10 Joint operation

On 4 March 2024, the Joint Venture SCN-CHO submitted the termination letter of the purchase and maintenance contract of 489 NGV buses to Bangkok Mass Transport Authority (“BMTA”) due to a certain reason that caused the Joint Venture SCN-CHO to be unable to comply with the contract conditions.

On 15 August 2024, the Joint Operation filed a complaint at the Central Administrative Court under case No. 1482/2567 demanding that BMTA refund the contract guarantee of Baht 426.08 million presented under other non-current receivables and pay compensation which included contract guarantee amounting to Baht 1,301.07 million, including legal interests.

On 20 May 2025, BMTA submitted the testimony to the Central Administrative Court, requesting the dismissal of the case and filing a counterclaim against the Joint Venture SCN-CHO. Currently, the Joint Venture SCN-CHO has requested an extension to submit its objection to the counterclaim on 26 January 2026. The case is currently under review by the Central Administrative Court, which is examining the counterclaim and continuing investigate case.

Assets and liabilities of the joint operation as at 31 December as follows:

	Consolidated / Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
Current assets	2,240	4,139
Non-current assets	214,406	214,406
Current liabilities	(18,000)	(17,989)
Total net assets	198,646	200,556

Income and expenses of the joint operation which are included in statement of comprehensive income (expense) for the year ended 31 December as follows;

	Consolidated / Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
Income	-	19,437
Expenses	(1,871)	(44,044)
Loss for the year	(1,871)	(24,607)

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

11 Investments in subsidiaries

Investments in subsidiaries as at 31 December, and dividend income for the year as follows:

	Ownership interest		Separate financial statements				Dividend income for the year	
			Paid-up capital		Cost			
			2025	2024	2025	2024		
	(%)		<i>(in thousand Baht)</i>					
Direct subsidiaries								
Siam Vasco Co., Ltd.	100.00	100.00	200,000	200,000	200,000	200,000	-	-
Contorno Co., Ltd.	99.99	99.99	103,250	103,250	103,250	103,250	-	-
Scan Inter Logistics Co., Ltd.	99.99	99.99	65,000	65,000	66,054	66,054	-	-
V.O.Net Biodiesel Asia Co., Ltd.	99.99	99.99	20,000	20,000	22,103	22,103	-	-
Panthera Motors Co., Ltd. (Formerly “Bhupa Training Co., Ltd.”)	99.99	99.99	13,750	13,750	13,750	13,750	-	-
Kaokong Petroleum Co., Ltd.	99.96	99.96	25,250	25,250	276,651	276,651	-	-
Scan Chiwa Gas Co., Ltd.	99.99	-	250	-	250	-	-	-
Total			427,500	427,250	682,058	681,808	-	-

Establishment of Scan Chiwa Gas Co., Ltd.

On 4 July 2025, the Board of Director’s meeting approved the Executive Committee to proceed with the establishment of a new subsidiary, Scan Chiwa Gas Co., Ltd. The Company holds 99,999 ordinary shares out of 100,000 shares at a par value of Bath 10 per share, totalling Bath 1,000,000. The shares are paid-up at Baht 2.5 per share, totalling Bath 250,000. Subsequently, Scan Chiwa Gas Co., Ltd. Registered the establishment with the Ministry of Commerce on 14 July 2025.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Note	Percentage of indirect shareholding (%)		Separate financial statements				Dividend income for	
				Paid-up capital		Cost		The year ended	
				2025	2024	2025	2024	2025	2024
<i>(in thousand Baht)</i>									
Indirect subsidiaries held by Siam Vasco Co., Ltd.									
B.P.A. Intertrade Co., Ltd.		100.00	100.00	50,000	50,000	-	-	-	-
N.T. Energy Gas Co., Ltd.		99.98	99.98	35,000	35,000	-	-	-	-
Aimmie NGV Co., Ltd.		99.98	99.98	43,000	43,000	-	-	-	-
Namphong NGV 2558 Co., Ltd.		100.00	100.00	97,001	97,001	-	-	-	-
Total				225,001	225,001	-	-	-	-
Indirect subsidiaries held by Contorno Co., Ltd.									
Scan Earth Power Co., Ltd.		99.97	99.97	26,000	26,000	-	-	-	-
Scan Advance Power Co., Ltd.	19	68.92	68.92	220,552	220,552	-	-	-	-
Total				246,552	246,552	-	-	-	-

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

12 Property, plant and equipment

Consolidated financial statements									
	<i>Note</i>	Land	Building and building improvement	Machinery	Factory tools and equipment <i>(in thousand Baht)</i>	Furniture, fixtures and office equipment	Vehicles	Asset under construction	Total
Cost									
At 1 January 2024		636,875	683,974	457,177	172,371	62,532	765,494	147,651	2,926,074
Additions		-	739	-	897	813	520	27,117	30,086
Transfers		-	2,371	-	-	163	7,200	(13,009)	(3,275)
Transfer to assets held for sale		(35,918)	-	-	-	-	-	-	(35,918)
Disposals		-	(15,738)	(8,074)	(535)	(29)	(12,441)	(18,606)	(55,423)
At 31 December 2024 and 1 January 2025		600,957	671,346	449,103	172,733	63,479	760,773	143,153	2,861,544
Additions		-	112	-	1,498	254	-	6,385	8,249
Transfers		-	8,780	10,625	-	-	22,666	(22,297)	19,774
Transfer to assets held for sale	<i>19</i>	-	-	-	-	(41)	-	-	(41)
Disposals		(4,524)	(704)	-	-	(82)	(58,279)	(38,979)	(102,568)
At 31 December 2025		596,433	679,534	459,728	174,231	63,610	725,160	88,262	2,786,958

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Consolidated financial statements

	Land	Building and building improvement	Machinery	Factory tools and equipment <i>(in thousand Baht)</i>	Furniture, fixtures and office equipment	Vehicles	Asset under construction	Total
<i>Depreciation and impairment losses</i>								
At 1 January 2024	-	(376,936)	(350,595)	(136,568)	(51,850)	(693,034)	(43,981)	(1,652,964)
Depreciation charge for the year	-	(35,117)	(23,382)	(5,184)	(2,989)	(15,172)	-	(81,844)
Transfers	-	-	-	-	(163)	(5,332)	-	(5,495)
Disposals	-	1,443	4,360	196	9	11,079	5,945	23,032
Impairment loss	-	(150)	-	-	-	-	(85,116)	(85,266)
At 31 December 2024 and 1 January 2025	-	(410,760)	(369,617)	(141,556)	(54,993)	(702,459)	(123,152)	(1,802,537)
Depreciation charge for the year	-	(40,607)	(20,481)	(1,680)	(2,823)	(12,494)	-	(78,085)
Transfers	-	-	-	-	-	(11,055)	-	(11,055)
Transfer to assets held for sale ¹⁹	-	-	-	-	14	-	-	14
Disposals	-	704	-	-	26	58,279	38,979	97,988
Impairment loss	-	-	-	-	-	-	(2,864)	(2,864)
At 31 December 2025	-	(450,663)	(390,098)	(143,236)	(57,776)	(667,729)	(87,037)	(1,796,539)
<i>Net book value</i>								
At 31 December 2024	<u>600,957</u>	<u>260,586</u>	<u>79,486</u>	<u>31,177</u>	<u>8,486</u>	<u>58,314</u>	<u>20,001</u>	<u>1,059,007</u>
At 31 December 2025	<u>596,433</u>	<u>228,871</u>	<u>69,630</u>	<u>30,995</u>	<u>5,834</u>	<u>57,431</u>	<u>1,225</u>	<u>990,419</u>

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Separate financial statements							Total
	Land	Building and building improvement	Machinery	Factory tools and equipment <i>(in thousand Baht)</i>	Furniture, fixtures and office equipment	Vehicles	Asset under construction	
Cost								
At 1 January 2024	189,934	484,147	229,614	119,816	54,388	596,603	42,025	1,716,527
Additions	-	267	-	417	669	-	27,117	28,470
Transfers	-	2,371	-	-	-	-	(13,009)	(10,638)
Disposals	-	(15,738)	(8,074)	(290)	-	(9,149)	(18,606)	(51,857)
At 31 December 2024 and 1 January 2025	189,934	471,047	221,540	119,943	55,057	587,454	37,527	1,682,502
Additions	-	-	-	1,430	195	-	1,639	3,264
Transfers	-	8,780	10,625	-	-	-	(22,297)	(2,892)
Disposals	-	-	-	-	(41)	(58,279)	-	(58,320)
At 31 December 2025	189,934	479,827	232,165	121,373	55,211	529,175	16,869	1,624,554

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Separate financial statements							
	Land	Building and building improvement	Machinery	Factory tools and equipment <i>(in thousand Baht)</i>	Furniture, fixtures and office equipment	Vehicles	Asset under construction	Total
<i>Depreciation and impairment losses</i>								
At 1 January 2024	-	(305,858)	(203,332)	(111,342)	(43,975)	(580,702)	(10,129)	(1,255,338)
Depreciation charge for the year	-	(24,685)	(10,263)	(4,015)	(2,850)	(8,525)	-	(50,338)
Disposals	-	5,913	4,360	156	-	8,410	5,945	24,784
Impairment loss	-	-	-	-	-	-	(8,596)	(8,596)
At 31 December 2024 and 1 January 2025	-	(324,630)	(209,235)	(115,201)	(46,825)	(580,817)	(12,780)	(1,289,488)
Depreciation charge for the year	-	(25,817)	(7,530)	(1,243)	(2,660)	(3,295)	-	(40,545)
Disposals	-	-	-	-	18	58,279	-	58,297
Impairment loss	-	-	-	-	-	-	(2,864)	(2,864)
At 31 December 2025	-	(350,447)	(216,765)	(116,444)	(49,467)	(525,833)	(15,644)	(1,274,600)
<i>Net book value</i>								
At 31 December 2024	<u>189,934</u>	<u>146,417</u>	<u>12,305</u>	<u>4,742</u>	<u>8,232</u>	<u>6,637</u>	<u>24,747</u>	<u>393,014</u>
At 31 December 2025	<u>189,934</u>	<u>129,380</u>	<u>15,400</u>	<u>4,929</u>	<u>5,744</u>	<u>3,342</u>	<u>1,225</u>	<u>349,954</u>

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

The Group recognised impairment loss on assets amounting to Baht 2.86 million from asset that the Group expected not generate future economic benefits.

13 Leases

<i>Right-of-use assets at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Buildings	25,232	29,475	22,878	25,215
Vehicles	155,513	202,471	55,452	77,957
Office supplies	644	817	618	776
Allowance for impairment of assets	(38,041)	-	(16,411)	-
Total	143,348	232,763	62,537	103,948

In 2025, the right-of-use assets of the Group and the Company were Baht 89.42 million and Baht 41.41 million, respectively (2024: Baht 115.71 million and Baht 61.29 million, respectively).

The Group and the Company recognised impairment loss on right-of-use assets amounting to Baht 38.04 million and Baht 16.41 million from right-of-use asset that the Group expected not generate future economic benefits.

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Amounts recognised in profit or loss				
Depreciation of right-of-use assets:				
- Buildings	2,756	4,147	2,337	2,320
- Vehicles	35,762	30,582	22,216	20,725
- Office supplies	173	73	159	58
Interest on lease liabilities	9,422	8,625	4,488	5,381
Expenses relating to leases of low-value assets	1,346	1,268	780	1,268
Impairment loss on assets	38,041	-	16,411	-

In 2025, total cash outflow for leases of the Group and the Company were Baht 61.26 million and Baht 31.20 million, respectively (2024: Baht 43.96 million and Baht 35.73 million, respectively).

14 Goodwill

	Consolidated financial statements <i>(in thousand Baht)</i>
<i>Cost</i>	
At 31 December 2024 and 1 January 2025	220,769
<i>Impairment losses</i>	<i>(8,000)</i>
At 31 December 2025	212,769

Goodwill is allocated to the Group's cash-generating units (CGUs) identified according to business segment, which are gas-related business amounting to Bath 199.41 million, transportation amounting to Bath 7.16 million and solar power plant amounting to Bath 14.20 million.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

The recoverable amount of a CGU is determined based on value-in-use calculations. These calculations use pre-tax cash flow projections based on financial budgets approved by the management covering a period of 5 and 17 years. The fair value measurement was categorised as a Level 3 fair value.

Discount rate used for gas-related business, transportation and solar power plant for subsidiaries are average at 6 % per annum (2024: 7% per annum). The assumption has been used for the analysis of each CGU within the business segment.

The recoverable amount of CGU of solar power plant was less than its carrying amount as the revenue from the additional electricity tariff (Adder) has ended. The Group has recognised impairment losses on goodwill for the year ended 31 December 2025 amounting to Baht 8 million.

Management determined budgeted gross margin based on past performance and its expectations of market development. The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

Sensitivity analysis

If the assumptions used in the calculation on impairment tests for goodwill change, the business growth rate decreased by 1% per annum or discount rate increased by 1% per annum, which are gas-related business and transportation is still no impairment on goodwill. However, for solar power plant, the impairment loss on goodwill increased amounting to Baht 4.51 million.

15 Interest-bearing liabilities

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
Current					
- Unsecured					
Short-term loans from related party	4	-	-	36,000	27,800
Current portion of long-term loans from a director	4	100,000	-	100,000	-
Current portion of debentures		23,543	-	23,543	-
- Secured					
Short-term loans from financial institutions		1,424,783	1,396,018	1,419,798	1,374,595
Current portion of long-term loans from financial institutions		98,787	181,572	98,720	126,747
Less unamortised deferred finance charge		(3,780)	(3,731)	(3,713)	(3,536)
Net		95,007	177,841	95,007	123,211
Current portion of debentures		5,260	131,365	5,260	131,365
Current portion of lease liabilities		40,751	52,784	18,028	27,832
Total current interest-bearing liabilities		1,689,344	1,758,008	1,697,636	84,803
Non-current					
- Unsecured					
Long-term loan from director	4	303,500	301,500	303,500	301,500
- Secured					
Long-term loans from financial institutions		21,027	273,842	21,027	119,813
Less unamortised deferred finance charge		(17)	(1,171)	(17)	(83)
Net		21,010	272,671	21,010	119,730
Lease liabilities		91,597	132,376	51,935	69,605
Total non-current interest-bearing liabilities		416,107	706,547	376,445	490,835
Total		2,105,451	2,464,555	2,074,081	2,175,638

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

As at 31 December 2025, the interest rates of the short-term borrowings of the Group and the Company were 4.25% - 8.00% per annum (2023: 4.25% - 5.77% per annum).

As at 31 December 2025, the interest rates of the long-term borrowings of the Group and the Company were 4.20% - 5.40% per annum (2023: 3.00% - 6.58% per annum).

<i>Assets pledged as security for liabilities as at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
		<i>(in thousand Baht)</i>		
Investment properties	1,500	1,500	1,500	1,500
Property, plant and equipment	521,821	622,236	238,214	348,059
Total	523,321	623,736	239,714	349,559

As at 31 December 2025, the Group's long-term loans were long-term loans from local financial institutions in Thailand for the operation, purchase of machinery and construction of buildings and factories. The Group's long-term loans were secured by investment properties and property, plant and equipment of the Group. The Group is required to comply with conditions as specified in the loan agreements, including maintaining certain financial ratios.

Debenture

As at 31 December 2025, the Company has a balance from the issuance of debentures named as non-subordinated holders. Secured, details are as follows:

Issuance date	28 February 2025
Amount and value	50,000 units at par value of 1,000 each
Total value	Baht 50 million
Total issued debentures	Baht 24.30 million
Maturity and maturity date	1 years 6 months will mature on 28 August 2026
Interest rate	Fixed rate of 7 % per annum
Interest payment due	Every 3 months

As at 31 December 2025, the Company has a balance from the issuance of debentures named as non-subordinated holders. Unsecured, details are as follows:

Issuance date	28 February 2025
Amount and value	100,000 units at par value of 1,000 each
Total value	Baht 100 million
Total issued debentures	Baht 5.30 million
Maturity and maturity date	11 months will mature on 28 January 2026
Interest rate	Fixed rate of 7.25 % per annum
Interest payment due	Every 3 months

The Group is required to comply with the conditions as specified in the terms and conditions governing the rights and obligations of the bond issuer and bondholders, including maintaining certain financial ratios on a quarterly basis.

Credit facilities

As at 31 December 2025, the Group and the Company have unutilised credit facilities from financial institutions totalling to Baht 663.38 million and Baht 594.36 million, respectively (2024: Baht 675.35 million and Baht 564.11 million, respectively).

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Finance lease liabilities

	Consolidated financial statements					
	2025			2024		
	Minimum lease payments	Interest	Present value of minimum lease payments <i>(in thousand Baht)</i>	Minimum lease payments	Interest	Present value of minimum lease payments
<i>Maturity period</i>						
Within 1 year	46,340	(5,589)	40,751	60,643	(7,859)	52,784
1 - 5 years	97,819	(6,222)	91,597	144,196	(11,820)	132,376
Total	144,159	(11,811)	132,348	204,839	(19,679)	185,160

	Separate financial statements					
	2025			2024		
	Minimum lease payments	Interest	Present value of minimum lease payments <i>(in thousand Baht)</i>	Minimum lease payments	Interest	Present value of minimum lease payments
<i>Maturity period</i>						
Within 1 year	21,464	(3,436)	18,028	32,355	(4,523)	27,832
1 - 5 years	41,505	(8,584)	32,921	60,326	(10,708)	49,618
5 years above	27,894	(8,880)	19,014	30,176	(10,189)	19,987
Total	90,863	(20,900)	69,963	122,857	(25,420)	97,437

16 Share capital

	Par value Per share <i>(in Baht)</i>	2025		2024	
		Number	Amount	Number	Amount
<i>(thousand shares / thousand Baht)</i>					
Authorised					
At 1 January - ordinary shares	0.50	1,732,227	866,114	1,320,000	660,000
Increase of share capital	0.50	404,572	202,286	412,227	206,114
Decrease of share capital	0.50	(398,511)	(199,255)	-	-
At 31 December - ordinary shares	0.50	1,738,288	869,145	1,732,227	866,114
Issued and paid-up					
At 1 January - ordinary shares	0.50	1,213,716	606,858	1,200,000	600,000
Shares options exercised	0.50	5	3	13,716	6,858
At 31 December - ordinary shares	0.50	1,213,721	606,861	1,213,716	606,858

On 23 April 2025, the Shareholders of the Company approved to the decrease of the Company's registered capital from Baht 866,113,673 to Baht 666,858,399 by decreasing 398,510,548 unissued registered ordinary shares at a price of Baht 0.50 baht per share. These shares were remaining to support the exercise of the rights according to the warrants to purchase the newly issued ordinary shares No. 3 ("SCN-W3"), which expired on 26 November 2024. The company registered its capital decrease with the Ministry of Commerce on 24 April 2025.

Scan Inter Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2025

On 23 April 2025, the Shareholders of the Company approved to the increase of the Company's registered capital from Baht 666,858,399 to Baht 869,144,532 by issuing not exceed 404,572,266 newly ordinary shares with a par value of Baht 0.50 per share. The Company registered its capital increase with the Ministry of Commerce on 25 April 2025.

On 23 April 2025, the Shareholders of the Company approved to the allocation of newly issued ordinary shares 404,572,266 shares with the par value of Baht 0.50 per share to the existing shareholders of the Company in proportion to the number of shares held by each shareholder (Right Offering) at the share allocation rate of 3:1 and set the offering price of newly issued ordinary shares at Baht 0.50 per share equivalent to not exceed Baht 202,286,133. The date for determining the names of shareholders who are entitled to be allocated and offered additional ordinary shares in proportion to the shareholding held by each shareholder on 30 April 2025. As at 31 December 2025, 5,241 shares have been subscribed amounting to Baht 2,620.50.

As at 31 December 2025 the Company had 119,996,757 units of SCN-W2 warrants outstanding, which are due to expire on 14 January 2026.

17 Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

18 Segment information and disaggregation of revenue

Management determined that the Group has four reportable segments where business segments are presented as the main segments. The main segments offer different sizes, which are determined by nature of products and services. The segment information is presented on the same basis that is used for internal reporting purpose as provided to the chief operating decision maker, who is the Managing Director.

The Group's business segments are as follows:

Segment 1	Gas and Oil related business: Trading of gas through NGV service stations for vehicle, service for quality improvement of natural gas (PMS), repair & maintenance of NGV service stations, trading of related parts and equipment, and design & installation of gas system in vehicle and testing of vehicle cylinder
Segment 2	Natural gas vehicles related business: Trading of related spare parts and equipments and repair & maintenance of vehicles and Natural gas buses
Segment 3	Renewable energy: Solar power plant, production and distribution of electricity from solar cells
Segment 4	Transportation business
Other segments	Other segments

SAP operation are the design and installation of solar rooftop which represented a separate major operation, which also previously included in Segment 3 - Renewable energy before classified as a discontinued operation (*see Note 19*).

Major customer

Revenue from one customer represented approximately Baht 486.56 million (2024: Baht 515.37 million) of the Group's total revenue.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Disaggregation of revenue

The Group and the Company only have geographical segment in Thailand.

In the following table, revenue is disaggregated by primary major products and service lines and timing of revenue recognition.

<i>For the year ended 31 December</i>	Consolidated financial statements												Total	
	Reportable segments								All other segments		Total			
	Segment 1		Segment 2		Segment 3		Segment 4		Total reportable segments		2025	2024	2025	2024
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	<i>(in thousand Baht)</i>													
Major products / service lines														
Oil and NGV service stations	554,277	598,930	-	-	-	-	-	-	554,277	598,930	-	-	554,277	598,930
Quality improved natural gas (PMS)	108,442	171,202	-	-	-	-	-	-	108,442	171,202	-	-	108,442	171,202
Repair and maintenance of NGV station	116,987	106,549	-	-	-	-	-	-	116,987	106,549	-	-	116,987	106,549
Spare parts and equipment	36,143	25,027	-	15,920	-	-	-	-	36,143	40,947	-	-	36,143	40,947
Transportation	-	-	-	-	-	-	313,367	367,197	313,367	367,197	-	-	313,367	367,197
Repair and maintenance of natural gas buses	-	-	-	19,397	-	-	-	-	-	19,397	-	-	-	19,397
Renewable energy	-	-	-	-	40,116	48,565	-	-	40,116	48,565	-	-	40,116	48,565
Construction	-	-	-	-	20,059	41,251	-	-	20,059	41,251	43,171	35,830	63,230	77,081
Others	602	617	-	-	222	-	4	10	828	627	96,586	103,029	97,414	103,656
Total	816,451	902,325	-	35,317	60,397	89,816	313,371	367,207	1,190,219	1,394,665	139,757	138,859	1,329,976	1,533,524
Timing of revenue recognition														
At a point in time	598,483	631,266	-	15,920	20,281	41,251	92,977	139,143	711,741	827,580	92,194	97,057	803,935	924,637
Over time	217,968	271,059	-	19,397	40,116	48,565	220,394	228,064	478,478	567,085	47,563	41,802	526,041	608,887
Total	816,451	902,325	-	35,317	60,397	89,816	313,371	367,207	1,190,219	1,394,665	139,757	138,859	1,329,976	1,533,524

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Promotional privileges

The Group and the Company have been granted promotional certificates by the Office of the Board of Investment for the manufacturing electricity from solar energy and providing services in NGV gas stations for vehicles. The Group and the Company have been granted several privileges including exemption and / or reduction from payment of income tax on the net profit derived from promoted operations with certain terms and conditions prescribed in the promotional certificates.

Revenue expected to be recognised in the future related to performance obligations that are unsatisfied

At 31 December 2025, the Group and the Company have revenue expected to be recognised in the future arising from performance obligations that are unsatisfied amounted of Baht 11,42 million (2024: Baht 36.88 million). The Group will recognise this revenue when a customer obtain control of the goods or services, which is expected to occur over the next 1 - 12 months (2024: next 1 – 5 months).

19 Discontinued operation

Share purchase and sale agreement for Scan Advance Power Co., Ltd (“SAP”)

On 4 July 2025, the Board of Directors' meeting approved to entered into the share purchase and sale agreement to sale Scan Advance Power Co., Ltd. (“SAP”), an indirect subsidiary of the Group held by Contorno Co., Ltd. (“CCL”), in the proportion of 69%, for an amount of not exceeding Baht 145.80 million to other party. Accordingly, On 14 July 2025 the Company has signed the share purchase and sale agreement. Currently, the Group in the process of completing certain conditions precedent specified in the share purchase and sale agreement before proceeding with the final share transfer.

As at 31 December 2025, the management assessed that it is highly probable that the arrangement will become complete within 1 year. Accordingly, the Company reclassified the related group of assets and liabilities as group of assets and liabilities held for sale in the consolidated statement of financial position and measurement of such assets and liabilities at the lower of their carrying amount and fair value less costs to sell. A loss and allowance on declining in value of the disposal groups amounting to Baht 108.28 million, which was recognized in the consolidated statement of profit or loss from discontinued operation for the year 2025.

SAP operation are the design and installation of solar rooftop which represented a separate major operation, which also previously included in Segment 3 - Renewable energy before classified as a discontinued operation. Profit (loss) for the year from discontinued operation of the consolidated statement of profit or loss for the year ended 31 December 2025 and 2024, are as follows:

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
Revenue		
Revenue from sale of goods and rendering of services	49,645	62,361
Cost of goods and rendering of services	<u>(23,534)</u>	<u>(29,679)</u>
Gross profit	26,111	32,682
Other income	1,987	1,468
Administrative expenses	<u>(10,377)</u>	<u>(17,457)</u>
Profit from discontinued operating activities	17,721	16,693
Finance costs	(11,057)	(13,267)
Impairment loss determined in accordance with TFRS 9	<u>(108,278)</u>	<u>(885)</u>
Profit (loss) before income tax expense	(101,614)	2,541
Tax (expense) income	<u>(4,359)</u>	<u>753</u>
Profit (loss) for the year from discontinued operation, net of tax	(105,973)	3,294
Profit (loss) from discontinued operation per share <i>(in Baht)</i>	(0.087)	0.002

The major classes of assets and liabilities of Scan Advance Power Company Limited (“SAP”) classified as group of assets and liabilities held for sale are as follows:

	As at 31 December 2025	
	<i>(in thousand Baht)</i>	
Assets		
Cash and cash equivalents		1,773
Lease receivables		482,960
Other current assets		638
Restricted deposits at banks		4,254
Equipment		27
Other non-current assets		11,119
Group of assets classified as held for sale		<u>500,771</u>
Liabilities		
Trade and other current payables		(14,420)
Short-term loans from financial institution		(20,661)
Long-term loans from financial institutions		(150,111)
Corporate income tax payable		(105)
Retentions		(8,101)
Deferred tax liabilities		<u>(45,965)</u>
Liabilities included in disposal groups classified as held for sale		<u>(239,363)</u>
Net asset from discontinued operation		261,408

Cash flows from discontinued operation for the year ended 31 December 2025 and 2024 are as follows:

	2025	2024
	<i>(in thousand Baht)</i>	
Net cash from operating activities	40,693	67,202
Net cash used in investing activities	-	(34)
Net cash used in financing activities	(46,758)	(62,361)

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

20 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2025	2024 <i>(Restated)</i>	2025	2024
	<i>(in thousand Baht)</i>			
Changes in inventories of finished goods and work in progress	(15,940)	(29,665)	(4,530)	4,857
Raw materials and consumables used	129,354	111,022	125,418	106,849
Cost of trading goods	532,717	579,962	196,286	231,208
Employee benefit expenses	331,195	376,555	220,952	244,044
Depreciation and amortisation expenses	126,428	125,053	73,168	80,081
Utilities expenses	29,048	41,422	19,820	30,592
Others	250,886	407,015	198,517	292,472
Total	<u>1,383,688</u>	<u>1,611,364</u>	<u>829,631</u>	<u>990,103</u>

21 Finance costs

	<i>Note</i>	Consolidated financial statements		Separate financial statements	
		2025	2024 <i>(Restated)</i>	2025	2024
		<i>(in thousand Baht)</i>			
<i>Interest expense:</i>					
Related parties	4	22,861	12,861	24,353	14,198
Bank loans and overdrafts		78,449	87,955	77,575	85,745
Total interest expense		<u>101,310</u>	<u>100,816</u>	<u>101,928</u>	<u>99,943</u>
Amortisation of transaction costs capitalised		121	416	121	221
Interest expense - Right-of-use asset		7,533	6,316	2,598	3,226
Debentures		3,121	7,252	3,121	7,252
Lease		1,877	2,338	1,877	2,338
		<u>12,652</u>	<u>16,322</u>	<u>7,717</u>	<u>13,037</u>
Total		<u>113,962</u>	<u>117,138</u>	<u>109,645</u>	<u>112,980</u>

22 Income tax expense

<i>Income tax recognised in profit or loss</i>	Consolidated financial statements		Separate financial statements	
	2025	2024 <i>(Restated)</i>	2025	2024
	<i>(in thousand Baht)</i>			
Current year	1,194	6,209	-	-
Deferred tax expense				
Movements in temporary differences	(54,328)	(19,848)	(50,991)	(14,684)
Total income tax	<u>(53,134)</u>	<u>(13,639)</u>	<u>(50,991)</u>	<u>(14,684)</u>

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Reconciliation of effective tax rate

	Consolidated financial statements			
	2025		2024 (Restated)	
	<i>Rate (%)</i>	<i>(in thousand Baht)</i>	<i>Rate (%)</i>	<i>(in thousand Baht)</i>
Loss before income tax expense		<u>(315,059)</u>		<u>(229,239)</u>
Income tax using the Thai corporation tax rate	20.00	(63,012)	20.00	(45,848)
Income not subject to tax		-		(8,220)
Tax privilege		(3,986)		(10,494)
Expenses not deductible for tax purposes		18,212		37,354
Expenses deductible at a greater amount		(7,511)		(19,715)
Current year losses for which no deferred tax asset was recognised		3,163		33,284
Total	-	(53,134)	-	(13,639)

Separate financial statements

	2025		2024	
	<i>Rate (%)</i>	<i>(in thousand Baht)</i>	<i>Rate (%)</i>	<i>(in thousand Baht)</i>
Loss before income tax expense		<u>(289,797)</u>		<u>(212,650)</u>
Income tax using the Thai corporation tax rate	20.00	(57,959)	20.00	(42,530)
Tax privilege		-		(3,349)
Expenses not deductible for tax purposes		12,363		16,175
Expenses deductible at a greater amount		(6,084)		(17,537)
Current year losses for which no deferred tax asset was recognised		689		32,557
Total	-	(50,991)	-	(14,684)

Consolidated financial statements

Deferred tax At 31 December	Asset		Liabilities	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Total	211,524	244,601	(175,073)	(304,055)
Set off of tax	(131,036)	(215,497)	131,036	215,497
Net deferred tax assets (liabilities)	80,488	29,104	(44,037)	(88,558)

Separate financial statements

Deferred tax At 31 December	Asset		Liabilities	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Total	217,953	179,514	(139,282)	(151,741)
Set off of tax	(139,282)	(151,741)	139,282	151,741
Net deferred tax assets	78,671	27,773	-	-

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements				At 31 December 2025
	At 1 January 2025	(Charged) / Credited to:			
Deferred tax		Profit or loss	Other comprehensive income (expense)	Transfer to assets held for sale	
			<i>(in thousand Baht)</i>		
Deferred tax assets					
Trade and other current receivables	22,446	12,564	-	-	35,010
Inventories	21,898	8,106	-	(919)	29,085
Property, plant and equipment	98,917	1,659	-	(71,399)	29,177
Deferred interest income	96,342	(7,638)	-	-	88,818
Non-current provisions for employee benefits	4,800	1,817	(207)	-	6,410
Other non-current assets	-	22,910	-	-	22,910
Others	198	(84)	-	-	114
Total	244,601	39,448	(207)	(72,318)	211,524
Deferred tax liabilities					
Lease receivables	(244,868)	7,768	-	112,813	(124,287)
Right-of-use assets	(8,375)	2,149	-	1,603	(4,623)
Lease liabilities	(3,970)	(850)	-	(314)	(5,134)
The fair values adjustment of assets acquired in business acquisition	(19,319)	293	-	-	(19,026)
Valuation of right in gas operating agreements	(7,492)	606	-	-	(6,886)
Other non-current financial asset	(1,949)	1,949	-	-	-
Difference in revenue recognition between accounting basis and tax basis	(18,082)	2,965	-	-	(15,117)
Total	(304,055)	14,880	-	114,102	(175,073)
Net	(59,454)	54,328	(207)	41,784	36,451

	Consolidated financial statements		
	At 1 January 2024	(Charged) / Credited to:	
Deferred tax		Profit or loss	At 31 December 2024
		<i>(in thousand Baht)</i>	
Deferred tax assets			
Trade and other current receivables	10,273	12,173	22,446
Inventories	20,872	1,026	21,898
Property, plant and equipment	103,909	(4,992)	98,917
Deferred interest income	103,915	(7,573)	96,342
Non-current provisions for employee benefits	4,334	466	4,800
Others	326	(128)	198
Total	243,629	972	244,601

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements		
	At 1 January 2024	(Charged) / Credited to:	At 31 December 2024
<i>Deferred tax</i>		Profit or loss <i>(in thousand Baht)</i>	
Deferred tax liabilities			
Lease receivables	(258,658)	13,790	(244,868)
Right-of-use assets	(6,219)	(2,156)	(8,375)
Lease liabilities	(8,237)	4,267	(3,970)
The fair values adjustment of assets acquired in business acquisition	(19,612)	293	(19,319)
Valuation of right in gas operating agreements	(8,274)	782	(7,492)
Other non-current financial asset	(1,632)	(317)	(1,949)
Difference in revenue recognition between accounting basis and tax basis	(20,299)	2,217	(18,082)
Total	(322,931)	18,876	(304,055)
Net	(79,302)	19,848	(59,454)

	Separate financial statements				
	At 1 January 2025	Profit or loss	Other comprehensive income (expense)	Equity	At 31 December 2025
					<i>(in thousand Baht)</i>
Deferred tax assets					
Trade and other current receivables	30,901	12,392	-	-	43,293
Inventories	20,823	7,650	-	-	28,473
Property, plant and equipment	27,520	1,659	-	-	29,179
Deferred interest income	96,345	(7,524)	-	-	88,821
Non-current provisions for employee benefits	3,727	1,529	(93)	-	5,163
Other non-current financial assets	-	22,910	-	-	22,910
Others	198	(84)	-	-	114
Total	179,514	38,532	(93)	-	217,953
Deferred tax liabilities					
Lease receivables	(132,054)	7,768	-	-	(124,286)
Right-of-use assets	(6,725)	2,149	-	-	(4,576)
Lease liabilities	7,069	(2,346)	-	-	4,723
Other non-current financial asset	(1,949)	1,949	-	-	-
Difference in revenue recognition between accounting basis and tax basis	(18,082)	2,939	-	-	(15,143)
Total	(151,741)	12,459	-	-	(139,282)
Net	27,773	50,991	(93)	-	78,671

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

<i>Deferred tax</i>	At 1 January 2024	Separate financial statements	
		(Charged) / Credited to:	
		Profit or loss	At 31 December 2024
		<i>(in thousand Baht)</i>	
<i>Deferred tax assets</i>			
Trade and other current receivables	18,551	12,350	30,901
Inventories	19,830	993	20,823
Property, plant and equipment	29,191	(1,671)	27,520
Deferred interest income	103,915	(7,570)	96,345
Non-current provisions for employee benefits	3,369	358	3,727
Others	326	(128)	198
Total	175,182	4,332	179,514
<i>Deferred tax liabilities</i>			
Lease receivables	(139,822)	7,768	(132,054)
Right-of-use assets	(4,288)	(2,437)	(6,725)
Lease liabilities	3,948	3,121	7,069
Other non-current financial asset	(1,632)	(317)	(1,949)
Difference in revenue recognition between accounting basis and	(20,299)	2,217	(18,082)
Total	(162,093)	10,352	(151,741)
Net	13,089	14,684	27,773

<i>Unrecognised deferred tax assets</i>	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	2025	2024	2025	2024
<i>At 31 December</i>	<i>(in thousand Baht / thousand shares)</i>			
Tax losses	66,970	59,665	-	-

The tax losses expire in 2026 - 2030. The deductible temporary differences do not expire under current tax legislation. The Group has not recognised these items as deferred tax assets because it is not probable that the Group will have sufficient future taxable profit to utilise the benefits therefrom.

23 Loss per share

The calculation of basic earnings (loss) per share has been based on the profit attributable to ordinary shareholders of the Company and the weighted-average number of ordinary shares outstanding.

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(Restated)</i>			
	<i>(in thousand Baht / thousand shares)</i>			
<i>Loss attributable to ordinary shareholders</i>				
Loss for the year attributable to ordinary shareholders of the Company from continuing operation	(265,086)	(220,743)	(238,806)	(197,966)
Profit (loss) for the year attributable to ordinary shareholders of the Company from discontinued operation	(105,973)	3,294	-	-
Loss for the year attributable to ordinary shareholders	<u>(371,059)</u>	<u>(217,449)</u>	<u>(238,806)</u>	<u>(197,966)</u>
<i>Ordinary shares outstanding</i>				
Number of ordinary shares outstanding at 1 January	1,213,716	1,200,000	1,213,716	1,200,000
Effect of shares issue	3	11,796	3	11,796
Weighted average number of ordinary shares outstanding (basic) at 31 December	<u>1,213,719</u>	<u>1,211,796</u>	<u>1,213,719</u>	<u>1,211,796</u>
Effect of exercise of share options	-	338,102	-	338,102
Weighted average number of ordinary shares outstanding (diluted) at 31 December	<u>1,213,719</u>	<u>1,549,898</u>	<u>1,213,719</u>	<u>1,549,898</u>
Continuing operation	(0.219)	(0.182)	(0.197)	(0.163)
Discontinued operation	(0.087)	0.002	-	-
Loss per share (in Baht)	<u>(0.306)</u>	<u>(0.180)</u>	<u>(0.197)</u>	<u>(0.163)</u>
Continuing operation	(0.219)	(0.142)	(0.197)	(0.128)
Discontinued operation	(0.087)	0.002	-	-
Loss per share (dilute) (in Baht)	<u>(0.306)</u>	<u>(0.140)</u>	<u>(0.197)</u>	<u>(0.128)</u>

Diluted earnings per share

The Group and the Company did not compute the diluted earnings per share from warrants to purchase shares for the year ended 31 December 2025 because the average share price during the year was lower than the exercise price of warrants.

The Company had 119,996,757 units of SCN-W2 warrants outstanding, which are due to expire on 14 January 2026.

24 Dividends

The dividends paid by the Company to the shareholders are as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2024				
2023 Annual dividend	29 April 2024	23 May 2024	0.0124	15

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

25 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated / Separate financial statements			
	Carrying amount		Fair value	
	Financial instruments measured at FVTPL	Total	Level 3	Total
<i>At 31 December 2025</i>		<i>(in thousand Baht)</i>		
Financial assets				
Investment in non - marketable securities	-	-	-	-
Put option	-	-	-	-
Total	<u>-</u>	<u>-</u>		
<i>At 31 December 2024</i>				
Financial assets				
Investment in non - marketable securities	112,000	112,000	112,000	112,000
Put option	9,749	9,749	9,749	9,749
Total	<u>121,749</u>	<u>121,749</u>		

Fair values of financial assets and liabilities

The fair values of the other financial assets and liabilities are taken to approximate the carrying values due to the relatively short-term maturity of these financial instruments.

The fair value of long-term loans from financial institutions is taken to approximate the carrying value. Because the market interest rate used for discounting future cash flows to the present value at the capitalised date was insignificantly different from interest rate at the reporting date.

The fair values of finance lease liabilities is their carrying amounts as the market rate is close to the contract rate.

Level 3 of fair value for non-marketable securities including put option, measured at FVTPL, the fair values are based on the adjustment of contractual price, with credit risk and other relevant risks to reflect the intrinsic value. On 11 December 2025, the Company exercised its contractual put option right. Subsequently, on 18 December 2025 the counterparty refused to buy back. The Company is in process of pursuing the collection up to the date of these financial statements. Management has recognised loss on remeasurement of fair value and put option amounting to Baht 122 million, as it is expected that the amount under the put option right will not be recoverable.

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

Scan Inter Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2025

The Group's risk management policies is established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and investments in debt securities.

(b.1.1) Trade accounts receivables and contract assets

The Group's exposures to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 90 days. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables to reflect differences between economic conditions in the past, current conditions and The Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables are disclosed in note 6.

(b.1.2) Cash and cash equivalent and derivatives

The Group's exposures to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.1.3) Guarantees

The Group's policy is to provide financial guarantees only for subsidiaries' liabilities. At 31 December 2025, the Group has issued a guarantee to certain banks in respect of credit facilities granted to two subsidiaries (*see note 15*).

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(b.2) Liquidity risk

The Group manages its liquidity risk by maintaining an appropriate level of cash and cash equivalents to ensure the adequacy of funds to finance its operations and to mitigate the impact of fluctuations in cash flows including the preparation of the annual work and budgets plans for maintaining adequate level of working capital, maintaining financial status with financial institutions, and ensuring that sufficient short-term credit facilities are available to meet liquidity requirements.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements						
Contractual cash flows						
More than 1						
year but						
less than						
5 years						
More than						
5 years						
Total						
<i>At 31 December 2025</i>	Carrying amount	1 year or less	(in thousand Baht)			
Non-derivative financial liabilities						
Short-term loans from financial institutions	1,424,783	1,433,966	-	-		1,433,966
Trade and other current payables	135,080	135,080	-	-		135,080
Long-term loan from a director	403,500	104,399	322,538	-		426,937
Long-term loans from financial institutions	116,017	102,351	21,195	-		123,726
Debentures	28,803	30,845	-	-		30,845
Lease liabilities	132,348	46,340	97,819	-		144,159
	2,240,531	1,853,161	441,552	-		2,294,713
Separate financial statements						
Contractual cash flows						
More than 1						
year but						
less than						
5 years						
More than						
5 years						
Total						
<i>At 31 December 2025</i>	Carrying amount	1 year or less	(in thousand Baht)			
Non-derivative financial liabilities						
Short-term loans from financial institutions	1,419,798	1,428,971	-	-		1,428,971
Trade and other current payables	111,608	111,608	-	-		111,608
Short-term loans from related parties	36,000	37,539	-	-		37,539
Long-term loan from a director	403,500	104,399	322,538	-		426,937
Long-term loans from financial institutions	116,017	102,531	21,195	-		123,726
Debentures	28,803	30,845	-	-		30,845
Lease liabilities	69,963	21,464	41,505	27,894		90,863
	2,185,689	1,837,357	385,238	27,894		2,250,489

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

Consolidated financial statements					
Contractual cash flows					
<i>At 31 December 2024</i>	Carrying amount	1 year or less	1 year but less than 5 years	More than 5 years	Total
<i>(in thousand Baht)</i>					
<i>Non-derivative financial liabilities</i>					
Short-term loans from financial institutions	1,396,018	1,406,374	-	-	1,406,374
Trade and other current payables	166,208	166,208	-	-	166,208
Short-term loans from related parties	301,500	-	323,657	-	323,657
Long-term loans from financial institutions	450,512	201,421	270,286	31,316	503,023
Debentures	131,365	132,423	-	-	132,423
Lease liabilities	185,160	60,643	144,196	-	204,839
	<u>2,630,763</u>	<u>1,967,069</u>	<u>738,139</u>	<u>31,316</u>	<u>2,736,524</u>
Separate financial statements					
Contractual cash flows					
<i>At 31 December 2024</i>	Carrying amount	1 year or less	1 year but less than 5 years	Total	
<i>(in thousand Baht)</i>					
<i>Non-derivative financial liabilities</i>					
Short-term loans from financial institutions	1,374,595	1,383,697	-	-	1,383,697
Trade and other current payables	121,912	121,912	-	-	121,912
Short-term loans from related party	27,800	28,985	-	-	28,985
Long-term loan from a director	301,500	-	323,657	-	323,657
Long-term loans from financial institutions	242,941	136,519	125,726	-	262,245
Debentures	131,365	132,423	-	-	132,423
Lease liabilities	97,437	32,355	90,502	-	122,857
	<u>2,297,550</u>	<u>1,835,891</u>	<u>539,885</u>	<u>-</u>	<u>2,375,776</u>

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

(b.3.1) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operation and its cash flows because debt securities and loan interest rates are mainly fixed. The Group is primarily exposed to interest rate risk from its borrowings. The Group mitigates this risk by ensuring that the majority of its debt securities and borrowings are at fixed interest rates and uses derivatives, principally interest rate swaps, to manage exposure to fluctuations in interest rates on specific debt securities and borrowings.

Interest rate sensitivity

The Group's interest rate risk arises from borrowings. Borrowings on which interest is charged at floating rates expose the Group to risk in respect of interest cash flows. If the interest rate changes by 1% per annum, with all other variables held constant, the impact of floating rate borrowings on profit before tax would be as follows:

<i>Impact to profit or loss</i>	Consolidated financial statements		Separate financial statements	
	1% increase in interest rate	1% decrease in interest rate	1% increase in interest rate	1% decrease in interest rate
	<i>(in thousand Baht)</i>			
2025				
Financial instruments with variable interest rate	5,586	(5,586)	3,165	(3,165)
2024				
Financial instruments with variable interest rate	5,746	(5,746)	3,178	(3,178)

26 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

27 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Capital commitments				
Property, plant and equipment	28,383	-	28,383	-
Other commitments				
Bank guarantees	304,207	282,818	290,969	258,963
Purchase orders for goods and supplies	127,175	49,058	114,633	44,988
Area utilisation agreement	-	4,470	-	2,364
Others	1,301	3,559	780	1,686
Total	432,683	339,905	406,382	308,001

Scan Inter Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2025

28 Litigations

The Company was filed as a co-defendant in the Court of first instance in a civil case with the claim of Baht 17.59 million to the plaintiff in relation of an accident of an employee of the Company which the Company is covered by non-life insurance in accordance with insurance policy limit. However, the difference between the compensation and the insurance policy limit may occur and the Company must be jointly responsible with the employee. On 18 July 2022, the Civil Court sentenced the Company for the compensation case of Baht 4.82 million to be liable the plaintiff with claim of Baht 0.63 million, included interest for default payment of Baht 0.09 million. However, the Company was partially covered by non-life insurance in accordance with insurance policy limit. On 18 December 2023, Bangkok South Civil Court sentenced the Company and employee of the Company (the first defendant) to be liable the plaintiff with claim of Baht 4.18 million, included interest payment 7.5% from the date of complaint to 10 April 2021 and 5% from 11 April 2021 onward until payment is settled. However, the compensation was covered by non-life insurance of Baht 0.85 million included with interest, attorney's fees and court fees. Subsequently, on 18 April 2024, the Company submitted an appeal against the judgment of the Southern Bangkok Civil Court. The case is in the process of the Court for consideration. The case is not finalised and uncertain. Accordingly, the Company has not set up any provision that may arise from this litigation.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1774664331798.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1774664331809.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1770854617448.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1763605724079.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : https://scan-inter.com/EN/FrmCGDoc_EN.aspx?Data=GovernanceFiles&MainMenuID=4&SubMenuID=2&SubMenuSubID=0



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1774571596591.pdf>



Attachment 7 :Report of the Nomination, Remuneration

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1774571596596.pdf>



Attachment 8 :Report of the Risk Management Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1250/2025/1774571596598.pdf>





Scan Inter

355 BondStreet Road Bangpood,
Pakkret, Nonthaburi 11120

www.scan-inter.com

(02)503-4116-21