



ESG Performance Report for Listed Companies in 2025

SCI ELECTRIC PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	page
Environment	
Environmental management	1
Energy management	4
Water management	8
Waste management	12
Greenhouse gas management	15
Social	
Human rights	19
Fair labor practice	23
Responsibility to customers/ consumers	40
Responsibility to community/ society	43
Corporate Governance and Economy	
Corporate Governance Policy	46
Corporate Governance Structure	58
Performance Report on Corporate Governance	88
Corporate Sustainability Policy	117
Sustainability risk management	128
Sustainable supply chain management	136
Innovation development	138

ESG Performance

Company Name : SCI ELECTRIC PUBLIC COMPANY LIMITED Symbol : SCI
Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	: Yes
Environmental guidelines	: Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The Company recognizes and places importance on global climate change arising from the activities of the Group, both at present and in the future. Accordingly, policies have been established to serve as guidelines for business operations, with the objective of protecting, preventing, mitigating, and adapting to impacts that may contribute to climate change and rising global temperatures, as follows:

1. Control, prevent, and reduce environmental impacts and promote sustainable use of resources while preserving biodiversity and ecosystems. The Company focuses on pollution prevention at the source, improving energy efficiency, mitigation, and adaptation to climate change impacts, with the goal of transitioning toward a low-carbon society.
2. Support and promote products that utilize alternative or renewable energy sources that are safe and environmentally friendly.
3. Build awareness at all levels of the organization and encourage participation in reducing greenhouse gas emissions from operations through environmentally sustainable practices.
4. Collect and manage organizational greenhouse gas emissions data for carbon reduction management, renewable energy utilization, energy conservation, and assessment of related risks.
5. Monitor and review progress and performance, summarize operational results, and disclose such information transparently to both internal and external stakeholders.
6. Monitor global and local climate change developments that affect sustainability, including relevant laws, regulations, greenhouse gas control mechanisms, and international climate-related guidelines and standards. This also includes participation in meetings, public consultations, and activities conducted by government agencies, public organizations, and other relevant bodies on climate change issues.

The Company conducts its business in compliance with applicable environmental laws and regulations, taking into consideration the impacts on stakeholders.

Currently, the Company is certified under the Environmental Management System standard ISO 14001:2015.

Environmental impact assessments are conducted for each production process, covering pollution and resource utilization, in order to develop appropriate prevention and management plans.

In addition, the Company places strong emphasis on resource efficiency by implementing energy management systems, water management within its facilities, and waste management in production processes. The Company also provides education and training to raise awareness and foster a sense of responsibility among employees at all levels, promoting the efficient and effective use of resources to the fullest extent.

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

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

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : Other : ISO 14001

Compliance with water management principles and standards

Water management principles and standards : Other : ISO 14001

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : ISO 14001

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Pollution Management

In the Company's production process may cause dust and gas dispersion. In order to prevent the dispersion of particulate matter and various gases, the Company uses a vacuum and treatment system by bag filter system before releasing it to the outside in order to control pollution to meet the requirements, including workplace safety and improve environmental quality.

The Company has inspected the air from the chimneys that release polluted air into the environment by assessing and controlling emissions twice a year. As of December 2025, the audit results are as follows:

Environmental Quality	Result
Air quality from the Boiler Stack, Zinc melting furnace stack and Galvanizing furnace stack.	The amount of total particulate matter and air emitted from the factory were within prescribed regulatory standards.

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company has established energy conservation measures across all departments, emphasizing participation and collaboration to achieve shared energy objectives and targets. Key initiatives include:

- Installation of rooftop solar panels to substitute purchased electricity with renewable energy.
- Energy conservation campaigns, such as turning off air conditioners 15 minutes before lunch breaks and the end of the workday, and controlling air conditioning temperature at 25C .
- Replacement of conventional lighting with LED bulbs to reduce electricity consumption.
- Preventive maintenance of machinery and production processes to enhance operational efficiency and optimize energy use.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024 : purchased electricity for consumption 1,815,375.00 Kilowatt-Hours	2025 : Reduced by 0.5%
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 9,715.18 Megawatt-Hours	2025 : Reduced by 0.5%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

As a result of the initiatives implemented in 2025, the Company achieved its energy management targets as follows:

- The volume of purchased electricity in 2025 decreased by 100,580 kilowatt-hours (kWh), or approximately 5.5% compared to 2024.
- Total energy consumption in 2025 decreased by 637.93 megawatt-hours (MWh), or approximately 7% compared to 2024.

Information on electricity management

Companys electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,487,483.00	2,319,144.19	2,224,658.85
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	2,487,483.00	1,815,375.00	1,714,795.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	503,769.19	509,863.85
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	4,266.69	3,728.53	3,882.48

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilogram of product)	0.00000000	0.09900000	0.09600000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	12,808,404.29	8,493,283.17	7,677,332.75
Percentage of total electricity expense to total expenses (%) ^(**)	0.59	0.54	0.63
Percentage of total electricity expense to total revenues (%) ^(**)	0.80	0.64	0.61
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	21,969.82	13,654.80	13,398.49

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	87,363.43	75,001.20	67,093.62
Gasoline (Litres)	11,550.88	12,928.30	11,396.02
LPG (Kilograms)	584,928.00	465,553.00	435,313.17

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	16,173,759.23	13,442,322.05	12,436,328.78
Percentage of total fuel expense to total expenses (%) ^(**)	0.75	0.86	1.02
Percentage of total fuel expense to total revenues (%) ^(**)	1.01	1.01	0.99

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	9,715.18	9,077.25

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00728999	0.00725609
Intensity of total energy consumption within the organization (kJ / Kilogram of product)	0.00000000	1,496.82000000	1,415.22000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Enhancing Water Resource Efficiency

- Implementation of water reuse initiatives within the production process, such as reusing water for parts cleaning and landscape irrigation.
- Initiatives to reduce water consumption for cleaning certain areas within the factory premises, such as the canteen and vehicle washing areas.
- Reduction of water usage in toilets through the installation of water-saving devices in flushing tanks.

Raising Awareness Among Stakeholders

- Communicating policies and targets to all employees and through corporate communication channels, such as posters displayed throughout the factory, to foster awareness of the value of water resources among employees and external visitors entering the premises.

Wastewater Management

- Ensuring the wastewater treatment system operates efficiently through regular monitoring and maintenance, with a clear objective of zero violations and zero complaints from stakeholders regarding water pollution.
- Annual monitoring of wastewater quality in compliance with the Ministry of Industry's industrial effluent discharge standards.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2024 : Water consumption 16,438.00 Cubic meters	2025 : Reduced by 1% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

- Net water consumption decreased in line with the targets set, as a result of the projects implemented in 2025.
- No complaints were received from stakeholders regarding water pollution arising from the Company's operations.
- No fines or penalties related to wastewater or effluent management were imposed by government authorities.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	20,560.00	16,438.00	12,897.00
Water withdrawal by third-party water (cubic meters)	20,560.00	9,283.00	12,897.00
Water withdrawal by surface water (cubic meters)	0.00	7,155.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
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
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	35.27	26.43	22.51
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.01	0.01

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

Water discharge by destinations

	2023	2024	2025

	2023	2024	2025
Percentage of treated wastewater (%)	N/A	100.00	100.00
Total wastewater discharge (cubic meters)	N/A	1,615.00	866.00
Wastewater discharged to third-party water (cubic meters)	N/A	1,615.00	866.00
Wastewater discharged to surface water (cubic meters)	N/A	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	N/A	0.00	0.00
Wastewater discharged to seawater (cubic meters)	N/A	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	20,560.00	15,993.00	12,897.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01278763	0.01200069	0.01030949
Intensity of total water consumption (Cubic meters / Person (employee))	0.00000000	26.43000000	22.31300000

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

Water withdrawal expenses

	2023	2024	2025

	2023	2024	2025
Total water withdrawal expense (Baht)	344,024.29	308,078.03	319,841.42
Total water withdrawal expense from third-party water (Baht)	344,024.29	212,678.03	319,841.42
Total water withdrawal expense from other sources (Baht)	0.00	95,400.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.02	0.02	0.03
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.02	0.02	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	590.09	495.30	558.19

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 2
Actual number of disclosure boundaries	: 2
Data disclosure coverage (%)	: 100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company adopts the 3R Principle (Reduce, Reuse, Recycle) for use in the production process beginning from the production planning, working method improvement and providing knowledge and understanding to employees in order to minimize wastes from the production process. The Company has implemented supporting initiatives, such as: Second-hand fabric recycling project, Single leftover glove reuse project, Waste reduction project through reuse of scrap steel pending sale, Industrial waste segregation project (hazardous waste), etc.

In addition, there is a system for suitably managing wastes generated from the production processes and each type of wastes in the factory properly in accordance with the law, including requesting for a permission to bring wastes or unused materials out of the factory annually according to the Ministry of Industry Notification, waste or unused Material Disposal, B. E. 2566 (A.D. 2023), before the expiration of the license or in case of the additional wastes or unused materials, a request for permission on the disposal of such additional particulars shall be resubmitted.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2024 : non-hazardous waste and hazardous waste 1,413,462.70 Kilograms	2025 : Increased by 0.5%	<ul style="list-style-type: none">• Reuse• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

- The volume of hazardous and non-hazardous waste reused and recycled met the targets set under the projects implemented in 2025.
- No complaints were received from stakeholders regarding waste generated from the Company's operations.
- No fines or penalties related to waste management were imposed by government authorities.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	2,136,771.30	1,490,846.80	1,770,732.20
Total non-hazardous waste (kilograms)	1,252,246.30	884,320.70	1,207,963.20
Total hazardous waste (kilograms)	884,525.00	606,526.10	562,769.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	1.33	1.12	1.42
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.78	0.66	0.97
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.55	0.46	0.45

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	315,298.30	1,413,462.70	1,678,499.50
Reused/Recycled non-hazardous waste (Kilograms)	315,298.30	819,580.70	1,127,459.50

	2023	2024	2025
Reused/Recycled hazardous waste (Kilograms)	N/A	593,882.00	551,040.00
Percentage of total reused/recycled waste to total waste generated (%)	14.76	94.81	94.79
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	25.18	92.68	93.34
Percentage of reused/recycled hazardous waste to hazardous waste (%)	N/A	97.92	97.92

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company places great importance on managing and reducing greenhouse gas (GHG) emissions. It has identified that the business activities contributing the highest level of GHG emissions are electricity consumption in production processes and office operations, such as machinery, treatment systems, water supply usage, lighting, and air conditioning. The next significant source is fuel consumption from the Company's vehicles. Accordingly, the Company has established action plans and implemented control measures to continuously reduce GHG emissions. An Environmental Sustainability Policy has been defined, including operational guidelines, strategies, and targets aimed at reducing energy consumption and improving energy efficiency across all types of energy use. The Company also promotes awareness and engagement among employees at all levels to collaborate in reducing energy consumption in both production processes and office operations. These efforts help mitigate risks and impacts associated with energy use, lower energy costs, reduce GHG emissions, and prevent and minimize the impacts of climate change. The Company has assigned the Corporate Governance and Sustainability working team to monitor the implementation of these initiatives. Quarterly meetings are held to review progress, and communication efforts are carried out to encourage participation and raise awareness among employees at all levels, as well as suppliers throughout the supply chain, to collectively support GHG emission reduction efforts.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2024 : Greenhouse gas emissions 23,369.07 tCO ₂ e	2025 : Reduced by 0.5% in comparison to the base year	-

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Although the target for reducing total greenhouse gas (GHG) emissions across Scope 13 in 2025 was not fully achieved, the Company was able to reduce Scope 1 and Scope 2 GHG emissions in 2025. The Company reduced GHG emissions by 238.6 tons of carbon dioxide equivalent (tCO₂e), or approximately 9% compared to 2024. This reduction resulted from the implementation of various initiatives, such as machinery and boiler maintenance measures, lowering furnace temperatures during idle periods, and replacing conventional lighting with LED bulbs. These measures supported the Company's efforts to reduce GHG emissions. In addition, the Company has utilized clean energy from solar power (solar cells), which has been installed since 2023, further contributing to its GHG emission reduction efforts.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metric tonnes of carbon dioxide equivalents)	3,510.00	23,369.07	24,960.80
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,266.00	1,863.96	1,716.84
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	1,244.00	908.09	816.61
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	20,597.02	22,427.35

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.002183	0.017535	0.019953
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	6.02	37.57	43.56
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Kilogram of product)	0.00000000	0.00100000	0.00108100

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

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

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

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : Other : Management System Certification Institute
(Thailand) : MASCI

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : SCI ELECTRIC PUBLIC COMPANY LIMITED Symbol : SCI
Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

- Social and human rights policy and guidelines : Yes
- Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

To promote respect for human rights and labor practices throughout the organization, and to ensure that employees and all stakeholders are treated, protected, and respected equally and fairly with regard to fundamental rights in all aspects such as the right to collective bargaining, freedom of association, equal remuneration, non-discrimination, protection against harassment in both sexual and non-sexual forms, prevention of human trafficking, forced labor, child labor, and other related rights as well as to place particular emphasis on the rights of vulnerable groups in all activities conducted within the Groups areas of operation, the Company has established the following guidelines:

1. To respect and strictly comply with the Company's rules and regulations, as well as all applicable laws and regulations. To regularly monitor, review, and assess human rights risks and impacts, and to establish appropriate guidelines or measures for effective risk management, with each department responsible for overseeing and managing the risks under its scope of responsibility.
2. To communicate, disseminate information, and provide education and understanding to all stakeholders, including providing opportunities for employees and stakeholders to express opinions, report concerns, submit whistleblowing information, or lodge complaints regarding any incidents or actions related to human rights violations.
3. To communicate and disseminate human rights principles to business partners, encouraging them to establish appropriate management and operational practices to prevent involvement in activities related to human rights violations.
4. To provide effective whistleblowing and grievance channels, with fair processes and protection for individuals reporting human rights violations, in accordance with the Company's whistleblowing and complaint-handling policy.
5. To regularly review the human rights policy at least once a year, taking into account any significant changes affecting the Company.

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

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

- Review of social and human rights policies, guidelines, and/or goals over the past year : Yes
- Changes in social and human rights policies, guidelines, and/or goals : Others : human rights policies and practices

The Company regularly reviews its human rights policies and practices on an annual basis. In 2025, the Company and its subsidiaries conducted comprehensive human rights due diligence, including the definition of roles and responsibilities of relevant stakeholders, the assessment of human rights risks, as well as the identification of impacts and the implementation of mitigation and remediation measures, including the monitoring and reporting of performance results to the Corporate Governance and Sustainability Committee for acknowledgment. In 2025, the Company and its subsidiaries reported no cases or incidents of violations of laws or regulations related to human rights.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

- **Review and update** the Human Rights Policy and labor practices to ensure alignment with applicable laws, regulations, and requirements.
- **Define the roles and responsibilities** of relevant parties involved in the human rights due diligence process in a comprehensive manner.
- **Conduct human rights risk assessments** at least once a year, covering both internal and external stakeholders who may be directly or indirectly affected by the Company's business activities, including impacts throughout the supply chain.
- **Risk mitigation:** Implement measures to reduce the level of human rights risks and impacts on a quarterly basis, or immediately when significant risks or impacts arise that require urgent action.
- **Remediation:** Establish clear channels for whistleblowing and grievance mechanisms in cases where human rights violations arise as a result of the Company's business operations. Affected parties shall receive appropriate and fair remedies in accordance with legal requirements. In addition, corrective action plans and preventive measures shall be implemented to prevent recurrence in the future.
- **Monitoring and review:** Monitor and verify that the assessment of human rights risks and impacts is effectively implemented by relevant departments across the organization.

Information on other social management

Plans, performance, and outcomes related to other social management

Supply Chain Management

The Company manages relationships with its suppliers by establishing the following supplier guidelines:

- Supplier selection must be conducted without discrimination and based on quality, service, and price.
- Comply strictly and appropriately with contracts or agreed terms and conditions.
- Neither request nor accept any improper or unethical benefits in business dealings.
- Build and maintain sustainable relationships with suppliers based on integrity and fairness.
- Treat business competitors in accordance with the principles of fair and ethical competition.
- Do not attempt to damage the reputation of competitors through false or unsubstantiated accusations.

In 2025, 100% of the procurement, quality assurance, and related departments of the Company and its subsidiaries received refresher training on supplier engagement guidelines.

Procurement Policy

The Company recognizes the importance of a transparent and fair procurement process and has therefore established a procurement policy with the following key principles:

- Conduct procurement efficiently and effectively in accordance with defined criteria, considering quality, price, quantity, service, and delivery timeliness, while also taking into account social and environmental responsibility.
- Carry out procurement in a transparent, fair, and auditable manner, and strictly comply with all applicable laws and regulations.
- Treat all suppliers and subcontractors fairly and equally, with supplier selection based on consistent criteria.
- Procure goods and services from suppliers that do not negatively impact the environment or occupational health and safety.
- Enforce a strict anti-corruption policy in all forms.

Supplier Development

The Company conducts annual site visits and evaluations of subcontractors with respect to quality and delivery performance, as well as initiatives to improve the quality of outsourced work. In addition, the Company regularly distributes its Suppliers Code of Conduct to suppliers for acknowledgment and signature each year.

In 2025, 91.8% of the Companys suppliers signed and agreed to comply with the Companys Code of Business Conduct, while 82.46% of suppliers of the Companys subsidiaries also signed and complied with the Code.

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
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0

	2023	2024	2025
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Fair Compensation for Employees

- Establish fair employment conditions and ensure that employees receive appropriate compensation commensurate with their capabilities, supported by a clear performance evaluation system.
- Provide appropriate employee welfare, including annual leave, reasonable overtime arrangements, and necessary and appropriate medical care.
- Appointments, transfers, rewards, and disciplinary actions shall be carried out with integrity, fairness, and impartiality, based on employees knowledge, abilities, and suitability.
- Avoid any unfair practices that may adversely affect employees job security.

Employee Training and Development

The Company develops its employees by enhancing skills and building capabilities, providing equal and continuous learning opportunities through various approaches, including training by internal and external experts, on-the-job coaching by supervisors, and skill development at the workplace.

In 2025, the Company organized employee training programs to enhance skills and work capabilities totaling 6,785 training hours. The average training and knowledge development hours per employee amounted to 32.78 hours per person per year, exceeding the target of 18 hours per person per year.

Type of Training	Courses	Training hours	Participants
On the job training	36	1074	400
Internal Training	37	4265	1642
External Training	67	1056	145

Environmental-Related Training Programs and Topics

A total of 30 training courses were conducted, comprising 1,720 training hours with 458 participants, as follows:

- On-the-Job Training (OJT): Environmental Procedures and Operating Manuals 530 training hours, with 265 participants.
- Environmental-Related Training Programs 1,190 training hours, with 193 participants.

Details are as follows:

	Courses/Programs
1	Quality, Environmental, and 5S Awareness Training
2	Preparation of CBAM Reporting and DBAM Declaration
3	In-depth Knowledge of PFD, MFA, and LCA to Improve Production Efficiency and Reduce Carbon Emissions
4	5S and Kaizen for Reducing Internal Carbon Emissions
5	Greenhouse Gas Emission Reduction through Process Improvement
6	Risk Management and Disaster Preparedness for Climate Change Impacts
7	Industrial Waste Management Laws for Operators (According to the Latest Regulations)
8	Lean Kaizen for Decarbonization: Techniques for Reducing Carbon Emissions
9	Stakeholder Consultation on Mandatory Greenhouse Gas Emissions Reporting Guidelines
10	Climate Change Risks
11	Keeping Up with New Standards: ISO 9001 & ISO 14001 Changes 2026 Version
12	Progress Update on the Draft Climate Change Act B.E. 2568 (2025)
13	Organizational Carbon Footprint Assessment

Training Programs and Topics Related to Business Policy and Code of Conduct

A total of 6 training programs were conducted, comprising 1,087 training hours with 753 participants.

The training coverage on business policies and the Code of Conduct was 100% of the target group.

In 2025, the Company organized employee training programs to enhance skills and work capabilities totaling 11045 training hours. The average training and knowledge development hours per employee amounted to 28.89 hours per person per year, exceeding the target of 18 hours per person per year.

Type of Training	Courses	Training Hours	Participants
On the job training	56	3872	941
Internal Training	46	4722	326
External Training	13	2451	299

Environmental-Related Training Programs and Topics

A total of 9 training courses were conducted, comprising 682 training hours with 82 participants, as follows:

	Courses/Programs
1	Briefing Program on Laws, Practices, and Preventive Measures for Occupational Safety, Health, and Working Environment
2	BCG DIPROM : Driving the New Economy toward Sustainable Growth
3	Use of Self-Assessment Tools for Sustainable Factory Environmental Management
4	Occupational Safety, Health, and Working Environment Committee of the Establishment
5	Guidelines for Mandatory Greenhouse Gas Emissions Reporting
6	Methods for Chemical Safety Inspection and Emergency Preparedness for Chemical Incidents in Factories
7	Workplace Safety and Response to Chemical Spill Incidents

Training Programs and Topics Related to Business Policy and Code of Conduct

A total of 1 training program were conducted, comprising 1560 training hours with 390 participants. The training coverage on business policies and the Code of Conduct was 100% of the target group.

Employee Engagement and Participation

The Company fosters employee engagement through various activities, including employee health and well-being programs, listening to feedback for continuous improvement, financial assistance and leave benefits, and providing opportunities for employee participation through initiatives such as the Welfare Committee, the Occupational Health and Safety Committee, and the Happy Work Place Program, with the aim of promoting happiness at work.

The Company conducts an employee satisfaction and engagement survey on an annual basis to assess employee engagement levels, with a target that overall engagement should not be lower than 80%. In 2025, the survey results showed an engagement score of 86.58%.

Migrant Workers / Foreign Workers and Child Labor

The Company maintains a non-discrimination policy that fully covers migrant and foreign workers, ensuring equal opportunities in employment, training, and skill development. The Company also provides appropriate support for language communication, such as multilingual documents, manuals, and notice boards, to ensure that migrant workers can effectively access necessary information.

With regard to child labor, the Company strictly complies with Thai labor laws and regulations. The Company does not employ illegal child labor, does not hire workers under the age of 15, and prohibits young workers from performing hazardous work as defined by law. Such prohibited work includes tasks that may pose risks to health, safety, physical or mental development, morality, or that may interfere with compulsory education.

In addition, the Company communicates its Code of Conduct, which includes practices related to migrant workers and child labor, to its business partners and stakeholders throughout the value chain, and requires acknowledgment and commitment to compliance.

Occupational Health and Safety

The Company has been certified under the Occupational Health and Safety Management System standards ISO 45001 and TIS 18001. A Safety, Occupational Health, and Working Environment Committee has been established to plan, promote, monitor, and review occupational health and safety performance, and to report directly to management. The Company is committed to conducting its business with the highest priority given to employee safety and well-being. Clear policies and management guidelines have been established to ensure safe working conditions, employee welfare, and a healthy working environment.

The Company provides regular occupational health and safety training for employees at all levels, including emergency preparedness and response training such as fire evacuation drills, first aid, and rescue procedures, as well as other job-related safety training.

Furthermore, the Company conducts regular assessments of occupational health and safety risks and impacts across its operations and continuously improves its processes based on assessment results to reduce the risk of work-related injuries and illnesses. Employees working in high-risk positions receive specialized health examinations and appropriate medical care in accordance with the examination results.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation	All employees receive fair remuneration in accordance with legal requirements, based on performance evaluations.	-	2025: 100%
• Employee training and development	All employees receive training and development to enhance the skills necessary for their work.	-	2025: 100%
• Child labor	There is no employment of illegal child labor.	-	2025: 100%
• Safety and occupational health at work	The statistics on work-related injuries among employees show zero fatalities and zero lost-time injuries.	-	2025: 0

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Welfare to Support Employees Quality of Life

- Annual Health Check-Up Program The Company organizes annual health check-up programs for employees. In 2025, a total of 190 employees out of 192 participated in the health check-ups, representing 99% of the target. In addition, the Company set a target of 336 employees for its subsidiaries, of which 323 employees participated, accounting for 96.10%. Overall, approximately 90% of employees received annual health check-ups.

- Mobile Dental Clinic Program The Company provides mobile dental clinic services to promote and maintain employees oral health.
- Influenza Vaccination Program The Company organizes annual influenza vaccination programs to prevent seasonal influenza among employees.
- Savings Promotion Program The Company promotes employee savings through additional programs beyond the Social Security Fund and the Provident Fund to enhance long-term financial security.

Employee Engagement

- Employee Care and Hospital Visit Program The Company conducts employee visit programs to provide support and encouragement to employees during illness.
- Cultural and Festive Activities The Company organizes activities on important occasions such as the Songkran Festival, New Year celebrations, and religious holidays to strengthen employee morale and engagement.
- Scholarship Program for Employees Children The Company provides educational scholarships for employees children to support educational opportunities and employee well-being.

Occupational Health and Safety

- One hundred percent of all operational sites conduct annual fire prevention and evacuation drills, as well as emergency response drills for incidents such as earthquakes, floods, and chemical spills.
- Alcohol Cessation Campaign to promote alcohol cessation and raise awareness of its impacts on health and workplace safety.
- Safe Driving Campaign to enhance road safety awareness and reduce the risk of transportation-related accidents.
- Safety Week Activities to promote safety awareness.
- In 2025, the Company and its subsidiaries recorded six-related injuries resulting in lost-time incidents. The primary causes were as follows: (1)

Condition of tools and machinery in use Corrective and preventive actions: Regular inspections are conducted to ensure equipment is in proper working condition, and refresher training is provided to enhance employees awareness of hazards and proper operating procedures. (2) Unsuitable working areas Corrective and preventive actions: Work areas have been reorganized and additional protective equipment installed in identified problem areas. Work procedures and safety precautions have also been enhanced to reduce risks during operations.

Diagram of performance and outcomes for employee and labor management



สวัสดิการเพื่อส่งเสริมการดำรงชีพ
Welfare to support employees' Quality life



การสร้างความผูกพัน
Employees Engagement





Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	583	622	573
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	583	622	573
Male employees (persons)	398	423	393

	2023	2024	2025
Percentage of male employees (%)	68.27	68.01	68.59
Female employees (persons)	185	199	180
Percentage of female employees (%)	31.73	31.99	31.41
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	139	133	99
Percentage of employees under 30 years old (%)	23.84	21.38	17.28
Total number of employees 30-50 years old (Persons)	354	396	392
Percentage of employees 30-50 years old (%)	60.72	63.67	68.41
Total number of employees over 50 years old (Persons)	90	93	82
Percentage of employees over 50 years old (%)	15.44	14.95	14.31

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	99	97	72

	2023	2024	2025
Percentage of male employees under 30 years old (%)	24.87	22.93	18.32
Total number of male employees 30-50 years old (Persons)	241	268	267
Percentage of male employees 30-50 years old (%)	60.55	63.36	67.94
Total number of male employees over 50 years old (Persons)	58	58	54
Percentage of male employees over 50 years old (%)	14.57	13.71	13.74

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	40	36	27
Percentage of female employees under 30 years old (%)	21.62	18.09	15.00
Total number of female employees 30-50 years old (Persons)	113	128	125
Percentage of female employees 30-50 years old (%)	61.08	64.32	69.44
Total number of female employees over 50 years old (Persons)	32	35	28
Percentage of female employees over 50 years old (%)	17.30	17.59	15.56

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	478	521	473

	2023	2024	2025
Percentage of employees in operational level (%)	81.99	83.76	82.55
Total number of employees in management level (Persons)	92	92	91
Percentage of employees in management level (%)	15.78	14.79	15.88
Total number of employees in executive level (Persons)	13	9	9
Percentage of employees in executive level (%)	2.23	1.45	1.57

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	320	348	320
Percentage of male employees in operational level (%)	80.40	82.27	81.42
Total number of male employees in management level (Persons)	70	70	68
Percentage of male employees in management level (%)	17.59	16.55	17.30
Total number of male employees in executive level (Persons)	8	5	5
Percentage of male employees in executive level (%)	2.01	1.18	1.27

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	158	173	153
Percentage of female employees in operational level (%)	85.41	86.93	85.00

	2023	2024	2025
Total number of female employees in management level (Persons)	22	22	23
Percentage of female employees in management level (%)	11.89	11.06	12.78
Total number of female employees in executive level (Persons)	5	4	4
Percentage of female employees in executive level (%)	2.70	2.01	2.22

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	7	6	7
Percentage of disabled workers to total employment (%)	1.20	0.96	1.22
Total number of employees with disabilities (Persons)	7	6	7
Total male employees with disabilities (persons)	N/A	N/A	7
Total female employees with disabilities (persons)	N/A	N/A	0
Percentage of disabled employees to total employees (%)	1.20	0.96	1.22

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	N/A	N/A	0
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	N/A	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	247,835,466.75	235,232,065.51	229,853,440.27
Total male employee remuneration (baht)	172,343,636.83	162,478,140.39	159,930,421.61
Percentage of remuneration for male employees (%)	69.54	69.07	69.58
Total female employee remuneration (baht)	75,491,829.92	72,753,925.12	69,923,018.66
Percentage of remuneration for female employees (%)	30.46	30.93	30.42
Average of remuneration of employees (Baht/persons)	425,103.72	378,186.60	401,140.38
Average of remuneration for male employees (Baht/persons)	433,024.21	384,109.08	406,947.64
Average of remuneration for female employees (Baht/persons)	408,063.94	365,597.61	388,461.21
Rate of average of remuneration between female employees and male employees	0.94	0.95	0.95

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

As members of the provident fund have different expectations regarding investment returns and acceptable levels of risk, the Company offers an employees choice investment scheme that allows provident fund members to select investment policies that best suit their individual needs. The Company provides at least three investment plans with varying risk levels, ranging from low to high. Members may adjust their investment choices as appropriate, taking into consideration factors such as age and individual risk tolerance. The selection of the provident fund manager is considered a critical matter. Accordingly, the Company has carefully selected a provident fund management company with appropriate operational systems to support fund administration in a secure and efficient manner, and in a way that serves the best interests of the members.

Overview of methods for determining employee and employer contribution Rates

The company shall deduct employee contributions from wages in accordance with the following details:

Length of employment	Contribution rate (%)
Less than 1 year	2.00
From 1 year or more but less than 2 years	2.25
From 2 years or more but less than 3 years	2.50
From 3 years or more but less than 4 years	2.75
From 4 years or more	3.00

* The Company shall make contributions to the fund for each member based on the members wage rate and length of service, on the same day that the members contributions are paid.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	583	622	514
Number of employees joining in PVD (persons)	560	552	514
Number of PVD members / Total employees (%)	96.05	88.75	89.70

	2023	2024	2025
Number of PVD members / Total eligible employees (%)	96.05	88.75	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	5,344,697.93	5,322,922.48	5,246,831.42
Total amount of provident fund contributed by employee (baht)	5,344,697.93	5,322,922.48	5,246,831.42

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 (%)
SCI ELECTRIC PUBLIC COMPANY LIMITED	Yes	573	514	514	89.70	100.00

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	78.36	26.15	30.22
Total amount spent on employee training and development (Baht)	809,253.97	698,215.71	646,077.62

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) ^(*)	0.000374	0.000446	0.000531
Percentage of training and development expenses to total revenue (%) ^(*)	0.000503	0.000524	0.000516

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,714,293.33	1,601,633.50	1,487,559.50
Total number of hours worked by employees (Hours)	1,714,293.33	1,601,633.50	1,487,559.50
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	6	2	6
Total number of employees that lost time injuries for 1 day or more (Persons)	6	2	6
Percentage of employees that lost time injuries for 1 day or more (%)	1.03	0.32	1.05
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0

	2023	2024	2025
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	3.50	1.25	4.03
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.70	0.25	0.81

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	74	67	74
Total number of male employee turnover leaving the company voluntarily (persons)	52	50	56
Total number of female employee turnover leaving the company voluntarily (persons)	22	17	18
Proportion of voluntary resignations (%)	12.69	10.77	12.91
Percentage of male employee turnover leaving the Company voluntarily (%)	70.27	74.63	75.68
Percentage of female employee turnover leaving the Company voluntarily (%)	29.73	25.37	24.32
	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, Others : Safety, Occupational Health,

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company manages customer relationships by establishing the following customer-related practices:

- Offering fair and reasonable pricing to all customers by considering commercial terms on an equal basis, without any discrimination or preferential treatment toward any particular customer.
- Customer information is kept strictly confidential and will not be used for any benefit of the Company and/or its employees.
- Disclosing all relevant information to customers in a transparent, accurate, and non-misleading manner. Striving to build customer satisfaction and confidence by delivering high-quality, safe products and services at appropriate prices.
- The Company has established a Personal Data Protection Policy, along with manuals and operating procedures, and regularly monitors and evaluates personal data breach incidents. In 2025, no cases of data breaches or violations were identified.
- In 2025, the Company conducted annual customer satisfaction surveys covering three aspects: quality, delivery, and service. The survey results are used to improve and develop processes to better meet customer needs in the most effective manner. The survey results indicated an overall customer satisfaction rate of 90.6% for the Company and 99.23% for its subsidiaries across all three aspects.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Protection of customer personal information	There are no incidents of customer data leakage.	-	2025: Number of incidents of customer data leakage = 0
• Development of customer satisfaction and customer relationship	Customer satisfaction level based on the annual survey.	-	2025: Not less than 90 percent
• Responsible production and services for customers	Product safety impact.	-	2025: Product safetyrelated complaints = 0

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 023618129

Fax : -

Email : sales@sci-mfgr.com

Companys website : www.sci-mfgr.com

Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

The Company conducts its business with responsibility toward communities and society by emphasizing the reduction of environmental impacts and avoiding operations that may negatively affect the quality of life of communities surrounding its facilities. The Company also encourages employees to participate in social contribution activities to support society and foster positive relationships with local communities through various projects as follows :

- Community relationshipbuilding projects around the companys operating sites, such as participating in Childrens Day activities with local schools, jointly renovating and repainting temples and schools in the community, , visiting elderly people in the community and supporting employment and the development of vocational skills.
- Projects to foster social responsibility awareness, such as blood donation activities and CSR activities for society.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Occupational health, safety, health, and quality of life	There were no complaints from surrounding communities regarding occupational health and safety.	-	2025: Complaints from surrounding communities regarding occupational health and safety = 0

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : No

Diagram of performance and outcomes in community and social management



Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	300,501.00	488,255.22
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.019180	0.040134
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.022549	0.039030

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

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ESG Performance

Company Name : SCI ELECTRIC PUBLIC COMPANY LIMITED Symbol : SCI
Market : SET Industry Group : Industrials Sector : Industrial Materials & Machinery

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company recognizes the importance of being in line with Corporate Governance Policy in the business operation. Therefore, the Company's Board of Directors is entitled to set up Corporate Governance Policy to be in line with the good principles and guidelines for directors which are consistent with the Code of Best Practices for Directors of Listed Company that comply with the regulations of the Stock Exchange of Thailand. In order to ensure real practice, it is also established various provisions. Moreover, the Company has conducted corporate governance (CG Code 2560) to guide the policy development that covers the rights and equitable treatment of shareholders and other stakeholders, structures, roles, responsibilities and independence of the Board of Directors, disclosure and transparency, control and risk management, as well as Business Ethics in order to make the administration and the Company's business operation run with an efficient and transparent. The corporate governance will be reviewed and approved at the Board of Directors' Meeting no. 4/2025 dated October 6, 2025.

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

1. In the selection of directors, the Nominating committee should establish a nomination framework that will ensure the nominated persons will be able to perform their duties with prudence, caution and honesty.
2. For clarity and transparency the Nomination committee should disclose the nominating procedure to shareholders as well as prepare a nomination form stating the information necessary to determine the justification, including the willingness of those who have been nominated in the nomination form as well.
3. Scrutinize and examine the list of candidates to be nominated as directors that they are qualified according to laws and regulations of regulatory agencies such as the Securities and Exchange Act B.E. 2535, etc.
4. In the nomination of directors, the name list should be submitted to the Board for consideration in excess of the number of directors to be nominated to give the Board an opportunity to select the most suitable director proposed to the shareholders' meeting to consider the number of appointments.
5. In the case of nomination of directors who have expired to be re-appointed should present the Director's work dedication and history of attending the Board of Directors and shareholders' meetings for shareholders to use for consideration as well.

6. In the case of appointing independent directors, the independence of the person who is nominated as an independent director should be considered in accordance with the rules prescribed by the SEC and the company's own criteria.

7. Considering the term of tenure of independent directors if the former independent director will be re-elected for another term. The term of tenure of the independent director should be continued from the date of first being appointed as an independent director, not more than 9 years. There should be a reasonable consideration of such necessity.

8. Arrange for the company orientation officially to new directors before attending the first board meeting.

Determination of director remuneration

1. Determine policies and criteria for payment of compensation and other benefits of the Board of Directors, Subcommittees and high level Executives for submission to the Board of Directors Meeting and/or Shareholders Meeting for consideration on the approval, as the case may be.
2. Propose recommendations on the remuneration of the Board of Directors, Subcommittees and high level Executives with the return reasonably suitable to their duties and responsibilities.
3. Assess the Company's turnover in order to set out the procedural guidelines on giving bonus and annual salary increase of the Company by using the suitably industrial standard basis to support the considerations.
4. Propose recommendations on the Company's salary structure including other fringe benefits.

Independence of the board of directors from the management

The company has set the qualifications of independent directors as follows:

1. Holding shares not exceeding zero-point five percent (0.5%) of the total number of shares with voting rights of the Company, parent company, subsidiary companies, associated companies, major shareholder or controlling person of the Company, including the shareholding by related persons of such Independent Director.
2. Neither being nor used to being a director participating in work management, employee, staff, advisor drawing a regular salary, or controlling person of the Company, parent company, subsidiary companies, associated companies, subsidiary companies of the same hierarchy, major shareholder, or controlling person of the Company unless otherwise the aforementioned status have come to an end for a period of not less than 2 years. Provided, however, that such prohibitions shall not include the case where an Independent Director used to be a government official or an advisor to a government organization being the major shareholder or controlling person of the Company.
3. Not being a person related by blood or by legal registration in a manner of being a parent, spouse, sibling and child, including spouse of child, executive, major shareholder, controlling person, or person who will be nominated as an executive or controlling person of the Company or its subsidiary companies.
4. Neither having nor used to having a business relationship with the Company, parent company, subsidiary companies, associated companies, major shareholder, or controlling person of the Company in a manner that may obstruct his independent judgment; and neither being nor used to being an implicitly significant shareholder or a controlling person of the person having the business relationship with the Company, parent company, subsidiary companies, associated companies, major shareholder, or controlling person of the Company unless otherwise the aforementioned status have come to an end for a period of not less than 2 years.
5. Not being a Director appointed as a representative of the Company's Directors, major shareholder, or shareholders who is related to the major shareholder.
6. Neither operating a business of the same nature and in a manner likely to be an implicit competition with the business of the Company or subsidiary companies; nor being an implicitly significant partner in a partnership, or being a director participating in work management, employee, staff, advisor drawing a regular salary, or holding shares exceeding zero-point five percent (0.5%) of the total number of shares with voting rights of other companies carrying out business of the same nature and in a manner likely to an implicitly significant competition with the business of the Company or its subsidiary companies.

Director development

The company has a policy to encourage directors to develop knowledge continuously to support the operation of the Board more efficient by using the information of the director training program from the Thai Institute of Directors Association (IOD) as criteria.

Board performance evaluation

The Company's Board of Directors shall cause to be provided the Annual Performance Evaluation on the Board, Subcommittees both by group and by individual which shall be in the form of self-evaluation method in order that result of such evaluation can be used in the development of duty performances.

1. Self-Assessment Evaluation Form consists of; Structure and Qualification of the Board of Directors | Roles, duties and responsibilities of the Board | The Board Meeting | Acting Director | Relationship with Management | Self Development of directors and executive development.

2. Assessment of the performance of one's own duties of individual directors in 7 areas: Readiness of Directors | Strategy Formulation and business planning | Risk management and internal control | Preventing conflicts of interest | Monitoring financial and operating reports | Board meetings | other matters.

Corporate governance of subsidiaries and associated companies

The Company requires the nomination and exercise of voting rights to appoint individuals to be directors in subsidiaries and associated companies must be approved by the Board of Directors. A person who is appointed as a director in a subsidiary or associated company is responsible for operating in the best interests of the subsidiary or associated company (not to the company) and the company has designated the person who has been appointed must be approved by the Board of Directors before voting or exercise the right to vote on matters of importance that must be approved by the Board of Directors if it is operated by the company itself. In this regard, the sending of directors to be representatives in subsidiaries or associated companies according to the shareholding proportion of the Company. In addition, in the case of a subsidiary, the company stipulates regulations for persons appointed by the company to must ensure that the subsidiary has regulations on connected transactions, acquisition or disposition of assets or any other important transactions of such companies complete and correct and the rules related to information disclosure and preliminary transactions in the same manner as the Company's rules including to supervise the collection of data and the recording of the subsidiary's accounts for the Company to examine and gathered to prepare consolidated financial statements in time as well.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Company is well aware and places importance on the rights of the shareholders; not taking any action that would violate or deprive the rights of shareholders as well as encouraging shareholders to use their rights. The basic rights of shareholders include rights to trade or transfer their shares; the rights to receive dividends; the rights to adequately access the Company's information; the rights to attend shareholders meetings to remove members of the board or to appoint auditor; and the rights to join in deciding on important matters that will have an impact on the Company such as dividend allocation, the amendment of the memorandum or articles of association of the Company, the increment or decrement of capital, and the approval of important business transactions, etc.

Employee

The Company has a policy to treat all employees equally and fairly, take care of well-being workplace safety and hygiene as well as promoting organizational learning and personnel development to enhance the professional work of employees. Develop work systems and create innovations in the organization. The guidelines are as follows:

- Provide fair employment conditions and appropriate compensation according to their potential.
- Provide reasonable welfare for employees, such as employee dormitories, annual leave, reasonable overtime, the medical treatment as necessary and appropriate, etc.
- Appointment of rotation, rewarding and punishing employees will be done in good faith, equal and knowledge-based on the competence and suitability of employees.
- Provide the safety working environment for life and assets of employees.
- Encourage employees to develop skills and potential by giving employees the opportunity to learn thoroughly and regularly as well as strictly complying with the laws and regulations related to employees.
- Avoid unfair practices that may affect the stability of employees' work as well as treat employees with politeness.

Customer

The company is committed to producing quality and standard products and services at a reasonable price, maintain customer confidentiality seriously and consistently, constantly seek out channels for the best benefits for customers, and strictly comply with the business conditions. The guidelines are as follows:

- Deliver quality and standard products that meet the needs of customers under the fair business conditions.
- Continuously develop products and services to add value to the business and to increase the benefits for customers.
- Provide accurate, adequate and sufficient products and services information to the customers for their decisions.
- Maintain customer confidentiality and do not use it for the benefit of yourself or those involved in wrongful ways.

Business competitor

Conducting business with fairness will create confidence with those involved. The company is committed to conduct business with good ethics towards competitors for fair competition as the followed guidelines:

- Operate under the framework of good competition rules, promote free trade competition and avoid favouritism or collusion behaviour.
- Do not seek fraudulently or improperly seeking confidential information of competitors, such as paying bribes to competitors' employees.
- Do not try to damage the reputation of competitors by making unfounded malicious allegations.
- Do not support any action that looks like an infringement of intellectual property, use of products and services that have a valid copyright.

Business partner

The company has a Supply Chain management with suppliers by defining the guidelines for supplier treatment as follows:

- The partner selection process must be unbiased and based on quality, service and price.
- Strict compliance with agreed contracts or conditions.
- Shall refrain from demanding or accepting deceitful benefits.
- Developing and maintaining sustainable relationships with business partners based on the righteousness and equality.
- Treating business competitors within a good and fair competition framework.
- Shall not try to damage business competitors reputation by making false accusations.

Creditor

The company has a policy of treating all financial institutions, creditors, and debtors equally, adhering strictly to contractual agreements with creditors as required by law. The company's practices regarding financial institutions, creditors, and debtors are as follows:

- Treat all creditors and debtors fairly and equally, considering the best interests of the company and its affiliates.
- Establish contracts with financial institutions, creditors, and debtors in a lawful, fair, and transparent manner without taking advantage of any party.
- Strictly comply with agreed-upon contracts and conditions.
- Manage operations to ensure creditors have confidence in the company's financial stability and debt repayment capability.
- Make full and timely debt payments to lending financial institutions and creditors as specified. If unable to meet any contractual condition, promptly notify creditors in advance to collaboratively find solutions and prevent damages.
- Do not solicit, accept, or offer any dishonest benefits to creditors.

Government agencies

The company has a policy of conducting business transparently, upholding integrity, and not supporting success achieved through fraudulent means. All directors, executives, and employees must adhere to the company's anti-corruption and anti-bribery policies, as well as relevant operational regulations. Business dealings with the government must be conducted transparently, fairly, and in full compliance with the law.

- Implement appropriate and regular internal controls to prevent improper practices, including oversight of charitable donations and political contributions.
- Ensure that business gifts and sponsorships are transparent and not intended to improperly influence government or private sector officials.
- Establish reporting channels for corruption and bribery incidents, with protective measures in place for whistleblowers.

Community and society

The company has a policy to promote the use of business processes for the benefit of improving the quality of life, helping to build the economy and strengthening of the community and society. The guidelines are as follows:

- Community employment support.
- Support the social and community creative activities.
- Cultivate awareness of social and environmental responsibility among employees at all levels.
- Control to strictly comply with the laws and regulations.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has established a Business Code of Conduct, which comprises key principles and best practices to serve as guidelines for all directors, executives, and employees in performing their duties and conducting business. This Code is aligned with corporate governance principles and emphasizes the respect for rights and fair, equitable, transparent, and accountable treatment of all stakeholders.

The Board of Directors and management shall lead by example in upholding ethical standards, demonstrating honesty, integrity, fairness, transparency, and accountability in accordance with the company's code of ethics. The company reviews and updates key policies annually to ensure their appropriateness in the changing business context and alignment with both national and international best practices. These key policies are disclosed on the company's website.

In 2025, the company's directors and executives committed no violations of laws and no breaches of corporate governance or the Business Code of Conduct. The company also promotes awareness of corporate governance and business ethics through regular reviews and training programs.

- 100% of the directors received communication and training regarding corporate governance and the Business Code of Conduct.
- 100% of executives and employees received communication and training regarding corporate governance and the Business Code of Conduct.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The company places great importance on governance and the prevention of conflicts of interest. It has adopted a policy to conduct business with honesty, integrity, transparency, and fairness, and has therefore established a Conflict of Interest Policy, including guidelines and communication procedures for reporting directors and senior executives interests, as well as for disclosing potential conflicts of interest for the company and its subsidiaries executives and employees. The policy also defines criteria for related party transactions and the reporting of vested interests. The company requires all directors and executives to report their own interests or those of related persons in accordance with the Notification of the Capital Market Supervisory Board No. TorJor. 2/2552 regarding the reporting of interests of directors, executives, and related persons. An initial report must be submitted within 30 days from the date of appointment, and an annual report must be submitted as of 31 December each year, along with a report of any changes (if any) thereafter. The Company Secretary is responsible for collecting and submitting copies of these reports to the Chairman of the Board and the Chairman of the Audit Committee, as well as maintaining such information for internal use within the company only.

The Conflict of Interest Prevention Policy is reviewed annually during the Board of Directors meeting and is communicated and trained to all directors, executives, and employees to ensure thorough understanding across the organization.

- In 2025, there were no violations and no incidents involving directors, executives, employees, or subsidiaries that could give rise to a conflict of interest with the company.

Anti-corruption

The Company and its subsidiaries are committed to conducting business with transparency, integrity, and moral principles, while upholding social responsibility and accountability to all stakeholders. To ensure compliance with this commitment, the Company has established clear responsibilities and operational guidelines to prevent all forms of fraud and corruption in its business activities. The Company has therefore developed a written Anti-Corruption Policy to serve as a guideline for all directors, executives, and employees. This policy forms part of the Company's work regulations and requires all personnel to study, understand, and strictly comply with its principles. Any employee who

violates or fails to comply with the Anti-Corruption Policy will be subject to disciplinary action in accordance with company regulations with termination of employment or contract being the highest penalty. In cases where the violation constitutes a breach of law, the Company will proceed in accordance with applicable legal processes. The Company reviews its Anti-Corruption Policy and related practices annually, presenting the assessment results to the Audit Committee and reporting to the Board of Directors in a timely and consistent manner. This ensures that the policy and guidelines remain up-to-date and aligned with the changing business and regulatory environment, such as amendments to laws or adjustments in governmental procedures and practices.

- 100% of directors received communication and training on the Anti-Corruption Policy and practices.
- 100% of executives and employees received communication and training on the Anti-Corruption Policy and practices.

In 2025, there were no violations or penalties related to fraud or corruption by the Company's directors, executives, or employees, including those of its subsidiaries.

Whistleblowing and Protection of Whistleblowers

The Company recognizes the importance of whistleblowing and complaint reporting and has therefore established a Whistleblowing and Complaint Handling Policy as a mechanism to prevent potential damage to the Company's assets and reputation. This policy encourages employees and all groups of stakeholders, both internal and external, to report or raise concerns regarding any actions that are inconsistent with or suspected to be in violation of laws, regulations, the Code of Conduct, or human rights principles. The purpose of the policy is to ensure that the Company conducts its business ethically, transparently, and fairly toward all stakeholders, both internal and external, in accordance with the principles of good corporate governance and international standards.

Whistleblowing and Complaint Channels

Chairman of Audit Committees / Audit Committees secretary

SCI Electric Public Company Limited

107/1 Moo 1 Bangna-Trad Km. 27 Rod, Bangpleang, Bangbor, Samutprakarn 10560

Tel : 02-338-1414-9 EXT 521 / 097-297-0175

Email : Chairman of Audit Committees (pra_neep@hotmail.com) / Audit Committees secretary (acsecretary@sci-groups.com)

or Suggestion or Complaint Box in the company

Whistleblowing Management Process

Complainants may report their concerns through the channels mentioned above. The Company encourages whistleblowers to identify themselves to facilitate further inquiries, progress updates, and factual clarifications. However, whistleblowers may choose to remain anonymous if they believe that revealing their identity could compromise their personal safety. Upon receiving a complaint, the Company will consider and take appropriate actions or forward the matter to relevant persons or committees while ensuring independence in handling the case. Each complaint will be investigated fairly, transparently, and accurately, with regular follow-up to ensure proper resolution and appropriate corrective action.

False or Malicious Complaints

Any false, dishonest, or malicious report including the provision of misleading information will be subject to disciplinary action if made by company personnel. In cases involving external parties, if the false report causes damage to the Company, legal proceedings may be pursued against the responsible individual(s).

Whistleblower and Complainant Protection Measures

The Company will keep all information regarding whistleblowers, complainants, and accused persons strictly confidential. Disclosure of information will be made only when necessary, with due consideration for the safety and potential impact on the whistleblower, information sources, and related persons. The Company strictly prohibits any unfair treatment or retaliation against whistleblowers, complainants, or individuals cooperating in an investigation. This includes but is not limited to: changes in job position or responsibilities, relocation, suspension, intimidation, interference with work, dismissal, or any other unfair practice.

Penalties

The Whistleblowing and Complaint Handling Policy and Procedures form part of the Company's code of conduct and work regulations. Any employee who fails to comply with these policies will be subject to disciplinary investigation and action in accordance with company rules and regulations, or legal penalties, as applicable.

Prevention of Misuse of Inside Information

In the course of business operations, the directors, executives, and employees of SCI Electric Public Company Limited (the Company), including its subsidiaries and related parties, may have access to information that could affect the Company's securities price and has not yet been disclosed to shareholders, investors, or the general public. Therefore, the use and management of insider information are of critical importance to prevent information leakage or misuse for personal gain, which would not only constitute a violation of the law but also damage the Company's reputation. To ensure proper management, the Board of Directors has established a written Insider Information Management Policy, outlining the principles and guidelines for directors, executives, and employees to follow and communicate correctly. The Company has implemented measures to prohibit securities trading during the blackout period, both before and after the disclosure of internal information, in order to prevent insider trading risks. Directors, executives, and employees who have access to internal information including their spouses or domestic partners are prohibited from trading the Company's securities during the following periods: One month prior to the announcement of the quarterly and annual financial statements; and within 24 hours after the disclosure of such financial statements or until the internal information has been fully disclosed to the public.

The Company requires all directors and executives to report any changes in their securities holdings to the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) in compliance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) and the Notification of the Office of the SEC No. Sor.Jor. 38/2561 regarding the preparation of reports on changes in securities and derivatives holdings of directors, executives, auditors, plan preparers, and plan administrators. They must also notify the Company Secretary of any changes in securities holdings, including those held by their spouses or domestic partners.

- In 2025, there were no violations of insider trading regulations and no incidents of misconduct related to the use of insider information by the Company's directors, executives, or employees, including those of its subsidiaries.

Gift giving or receiving, entertainment, or business hospitality

The Company recognizes the importance of maintaining good business relationships with its partners and therefore does not prohibit transparent and appropriate practices that are part of normal business operations, provided they are in accordance with laws, regulations, local customs, traditions, or accepted business practices. Examples include business entertainment or the giving and receiving of gifts on appropriate occasions, as long as such actions comply with the Company's Code of Conduct and uphold the Company's reputation at all times.

Giving of Gifts or Souvenirs

- The giving of gifts or souvenirs in accordance with customary practice is permitted, provided that it: Does not violate applicable laws or local traditions; Does not exceed THB 3,000 per person per occasion; Is given in a form that promotes the image of the Company and its subsidiaries, such as diaries, calendars, or corporate promotional items; and Is conducted in a consistent and standardized manner to avoid discrimination or preferential treatment. Gifts, souvenirs, assets, or other benefits must not be given to government officials, their spouses, children, or related persons.
- Employees of the Company and its subsidiaries are prohibited from accepting gifts, souvenirs, or any other benefits in all cases and are required to inform external parties of the Company's No Gift Policy. In cases where gifts or souvenirs are received on behalf of the organization (e.g., during business contract signings or official events), such gifts shall become the property of the Company, and a record of receipt and handover must be reported to management for acknowledgment.

Business Entertainment

Expenses related to business entertainment or similar activities such as meals, beverages, or other related spending directly associated with legitimate business operations or customary business practices are permitted under the

following conditions: The expenses are reasonable, transparent, and auditable; They comply with the Company's internal procedures and approval process; and They do not influence business decisions or create a conflict of interest in any way.

Anti-unfair competitiveness

- The Company and its subsidiaries recognize and support free trade, believing that fair competition benefits both market participants and customers. Accordingly, the SCI Group strictly complies with competition laws and fair trade principles across all business operations, following the guidelines below :
- Treat competitors fairly and ethically, in accordance with proper competition rules and standards.
- Maintain clear procedures, documentation, and segregation of duties to ensure transparency and balance of power in bidding and pricing activities.
- Comply with the Company's Anti-Corruption and Anti-Bribery Policy, including guidelines on the giving and receiving of items or benefits on various occasions.
- Refrain from defaming competitors through false accusations or participating in price collusion or bid rigging.
- Do not disclose pricing or sales condition information to external parties in a way that may cause leakage of confidential data to competitors.
- Do not obtain competitors confidential information through dishonest or improper means, such as bribery or offering inducements to competitors personnel.
- Do not support or engage in any actions that may constitute a violation of intellectual property rights.

Information and IT system security

The Company recognizes the importance of cybersecurity and the protection of corporate and customer personal data. The Company has established an Information Security Policy and implemented systems and tools to safeguard against cyber threats, ensuring that its information technology activities comply with business requirements and relevant laws and regulations, such as the Personal Data Protection Act (PDPA) and the Cybersecurity Act.

The Company has clear practices for controlling information system access and preventing the misuse of data. Relevant policies and guidelines on the use of information and data security are communicated to all employees through regular training and refresher programs conducted by the Information Technology and Corporate Security functions.

Environmental management

The Company operates its business in full compliance with environmental laws and regulations, taking into consideration the potential impacts on all stakeholders. The Company is certified under the ISO 14001:2015 Environmental Management System and conducts environmental risk and impact assessments for each production process, covering both pollution and resource utilization, in order to develop appropriate prevention, control, and management plans.

In addition, the Company places strong emphasis on efficient resource utilization by implementing energy management practices, water management within the factory, and waste management throughout the production process. The Company also promotes knowledge, understanding, and awareness among employees at all levels to encourage responsible and efficient use of resources, supporting the organization's long-term sustainable growth.

Human rights

The Company has established its Human Rights Policy and related practices, placing strong emphasis on fundamental human rights and the fair and equal treatment of all stakeholders. The Company does not support any form of human rights violation in any area. In addition, the Company has publicly disclosed its Human Rights Policy and Labor Practices to ensure broad awareness among all stakeholders, with the aim of preventing human rights violations across all business activities. The Company also conducts ongoing and comprehensive human rights due diligence to identify, assess, and address potential human rights impacts throughout its operations.

Safety and occupational health at work

The Company has been certified under the ISO 45001 Occupational Health and Safety Management System and has established a Safety Committee responsible for planning, promoting, monitoring, and reporting safety-related matters directly to management. With a strong commitment to conducting business with employee safety as a top priority, the

Company has established policies and management guidelines to ensure the welfare, safety, and quality of the working environment. The Company has set a KPI of zero lost-time accidents and continuously promotes various occupational health and safety activities on a regular basis.

Promotion of compliance with the business code of conduct

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

The Board of Directors has established the Corporate Governance Policy and the Business Code of Conduct, which set out principles and best practices to serve as guidelines for the performance of duties and business operations of all directors, executives, and employees. These policies are aligned with the principles of good corporate governance and place strong emphasis on respecting the rights of, and fair, equitable, transparent, and accountable treatment of, all stakeholder groups.

- The Company places strong emphasis on the continuous development of its personnel in terms of knowledge, competencies, and ethical standards. Regular ethics training and assessments are conducted on an annual basis. The Company also supports employees whose roles involve the promotion, monitoring, and oversight of anti-corruption practices to participate in training programs and seminars on anti-corruption and anti-bribery organized by external institutions, in order to continuously study, review, and enhance the Companys anti-corruption practices.
- The Company communicates and promotes understanding of its key policies among directors, executives, and employees, such as the Business Code of Conduct, Anti-Corruption and Anti-Bribery Policy, and Conflict of Interest Policy. These policies are reviewed and updated annually to ensure their relevance to the business context and alignment with evolving national and international standards and best practices.
- The Company is committed to fostering an organizational culture grounded in ethics, integrity, and accountability, with due respect for human rights and labor practices, which form a fundamental basis for the Companys long-term sustainable growth.
- The Company actively communicates and supports its No-Gift Policy, particularly prior to festive seasons, through both internal and external communication channels, such as internal communication materials aimed at promoting transparency in operations. In addition, formal communications are sent to business partners and relevant stakeholders to request their cooperation in refraining from giving gifts or gratuities to the Companys directors, executives, employees, and subsidiaries.
- The Company has developed and implemented a Supplier Code of Conduct, which is communicated to its suppliers as a guideline for conducting business responsibly throughout the supply chain.
- The Company oversees whistleblowing and complaint channels for reporting suspected corruption, misconduct, or inappropriate, illegal, or non-compliant business practices. These channels are designed to encourage employees at all levels and stakeholders to report concerns through secure and confidential mechanisms, thereby promoting transparent communication and an open working environment where opinions and concerns can be expressed through the Companys designated channels.

Participation in anti-corruption networks

Participation or declaration of intent to join anti- : No

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

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

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

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

- The Board of Directors places great importance on the regular review of policies, practices, and charters, and oversees the Company's operations to ensure compliance with the principles of good corporate governance.
- The Company reports on its corporate governance-related performance, such as sustainability performance and the progress of the succession plan, for the Board of Directors acknowledgement.
- The Company continuously promotes and enhances knowledge and understanding of the Business Code of Conduct and Anti-Corruption Practices among directors, executives, and employees.
- The Company also implements measures to comply with the Personal Data Protection Act (PDPA) and to strengthen cybersecurity.

Implementation of the CG Code for listed companies

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

The Company places great importance on reviewing the appropriateness of its compliance with the Corporate Governance Code for Listed Companies B.E. 2560 (CG Code) issued by the Office of the Securities and Exchange Commission (SEC). The Company applies the principles of the CG Code in a manner suitable to its business context to ensure long-term value creation and to enhance the confidence of shareholders and all stakeholders.

In 2025, the Company complied with the CG Code, except for the following item:

Listed companies should engage an external advisor to assist in providing guidance and recommendations on issues related to the Board's performance evaluation at least every three years, and disclose such engagement in the annual report.

Company Practice:

The Company did not engage an external advisor to assist in providing guidance and recommendations for the Board's performance evaluation. However, the Board of Directors and all sub-committees conduct annual performance evaluations, both on a collective and individual basis. The criteria and processes for the evaluations allow all directors to express their views and assess performance independently. The results of the evaluations are then utilized to enhance and improve the effectiveness of the Board's duties. These results have been disclosed in the annual report.

Other corporate governance performance and outcomes

The Company conducts an annual review of its corporate governance policies and practices. In 2025, the Company was assessed under the Corporate Governance Report of Thai Listed Companies (CGR) and received a rating of Very Good (4 Stars) from the Thai Institute of Directors Association (IOD). In addition, the Company achieved a score of 95 on the Annual General Meeting (AGM) Checklist, as evaluated by the Thai Investors Association (TIA).

Corporate Governance Structure

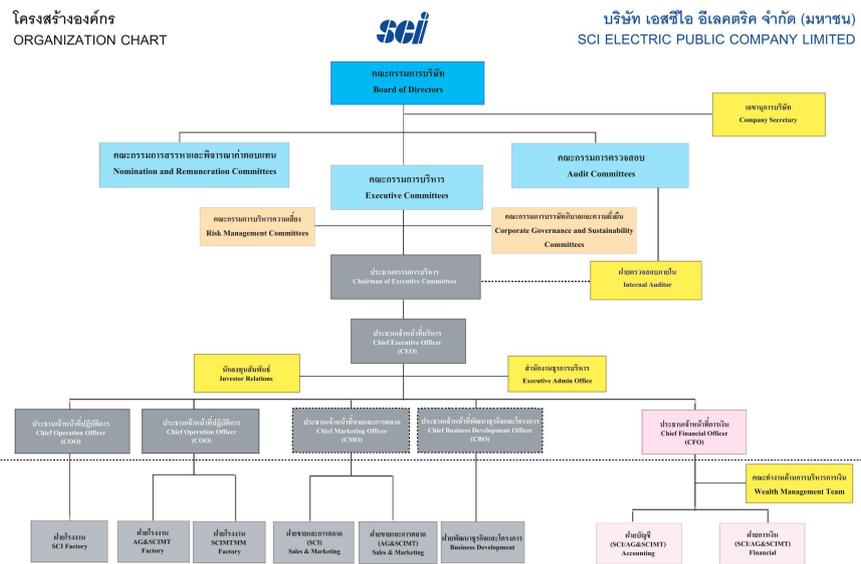
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	60.00	40.00	60.00	40.00	60.00	40.00
Executive directors	50.00		50.00		50.00	
	40.00	10.00	40.00	10.00	40.00	10.00
Non-executive directors	50.00		50.00		50.00	
	20.00	30.00	20.00	30.00	20.00	30.00
Independent directors	50.00		50.00		50.00	
	20.00	30.00	20.00	30.00	20.00	30.00
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	64		65		66	
	60	70	61	71	62	72

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. NOPPOL MILINTHANGGOON</p> <p>Gender: Male Age : 71 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 : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2014	Energy & Utilities, Engineering
<p>2. Mr. SIRICHAIPHUTTINARAKORN</p> <p>Gender: Male Age : 64 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 1987	Industrial Materials & Machinery, Commerce, Human Resource Management, Corporate Management, Steel

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. AUNADA PHRUTTINARAKORN</p> <p>Gender: Female</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Fine and Applied Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 1988	Sustainability, Corporate Management, Steel, Budgeting, Governance/ Compliance
<p>4. Ms. CHAOVANA VIWATPANACHATI</p> <p>Gender: Female</p> <p>Age : 64 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2014	Accounting, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mrs. CHATTONG TIPPAYAKALIN Gender: Female Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2014	Finance, Banking, Internal Control
<p>6. Mrs. PRANEE PHASIPOL Gender: Female Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Nov 2014	Accounting, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. SUMETH CHAILERTVANITKUL Gender: Male Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	12 Nov 2014	Economics, Law
<p>8. Mr. KRIANGKRAI PHEANVITAYASKUL Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	12 Nov 2014	Engineering, Energy & Utilities, Business Administration, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. THANAWAT YANISRANGKUL</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Nov 2014	<p>Engineering, Finance, Information & Communication Technology, Risk Management, Budgeting</p>
<p>10. Mr. VICHAI YANISRANGKUL</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	12 Nov 2014	<p>Industrial Materials & Machinery, Corporate Management, Engineering, Steel</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors



The Board of Directors

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. NOPPOL MILINTHANGGOON	Chairman of the board of directors		✓	✓		
2. Mr. SIRICHAH PHRUTTINARAKORN	Director	✓				✓
3. Ms. AUNADA PHRUTTINARAKORN	Director	✓				✓
4. Ms. CHAOVANA VIWATPANACHATI	Director		✓	✓		
5. Mrs. CHATTONG TIPPAYAKALIN	Director		✓	✓		
Total (persons)		5	5	5	0	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
6. Mrs. PRANEE PHASIPOL	Director		✓	✓		
7. Mr. SUMETH CHAILERTVANITKUL	Director		✓	✓		
8. Mr. KRIANGKRAI PHEANVITAYASKUL	Director	✓				✓
9. Mr. THANAWAT YANISRANGKUL	Director	✓				
10. Mr. VICHAI YANISRANGKUL	Director	✓				
Total (persons)		5	5	5	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	10.00
2. Banking	1	10.00
3. Industrial Materials & Machinery	2	20.00
4. Steel	3	30.00
5. Energy & Utilities	2	20.00
6. Commerce	1	10.00
7. Information & Communication Technology	1	10.00

Skills and expertise	Number (persons)	Percent (%)
8. Law	1	10.00
9. Accounting	2	20.00
10. Finance	2	20.00
11. Human Resource Management	1	10.00
12. Sustainability	1	10.00
13. Corporate Management	3	30.00
14. Engineering	4	40.00
15. Strategic Management	1	10.00
16. Risk Management	1	10.00
17. Internal Control	3	30.00
18. Budgeting	2	20.00
19. Governance/ Compliance	1	10.00
20. Business Administration	1	10.00

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

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No

	2023	2024	2025
The company appoints at least one independent director to determine the agenda of the board of directors meeting (1)	Yes	Yes	No

Additional explanation :

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

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

Remark: (1) Chairman will responsible for setting the Board of Directors meeting agenda in consultation with the Managing Director and ensure that important matters are included in the meeting agenda.

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

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

Methods of balancing power between the board of directors and Management : Others : The Company has clearly defined the separation of duties between the Board of Directors and the management.

The Company has clearly defined the separation of duties between the Board of Directors and the management. A Board of Directors Charter has been established to outline the roles, duties, and responsibilities of the Board, as well as to clearly specify the scope of authority and responsibilities of the Chief Executive Officer and the management team.

Information on the roles and duties of the board of directors

Board charter : Have

The Company's Board of Directors consists of individuals with the knowledge, capability, and experience necessary to support the Company's business operations. The Board maintains diversity in terms of skills, gender, age, experience, competencies, and attributes essential for achieving the Company's core objectives. Board members are appointed by the shareholders meeting and the Board comprises 10 directors: 5 shareholder-appointed directors and 5 independent directors. Each director serves a term of three years. Independent directors may serve for a consecutive term not exceeding nine years, unless otherwise justified and deemed necessary by the Company. Independent directors must meet the qualifications specified by the Company, in accordance with the notifications of the Capital Market Supervisory Board and international standards, and must be able to safeguard the interests of all shareholders equally without any conflict of interest. They must also be able to attend Board meetings and express their opinions independently.

Directors may hold directorships in other companies. However, the number of directorships in listed companies must not exceed five in total, and such positions must not hinder their ability to perform their duties for the Company. All directorships must comply with the guidelines prescribed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

The Board of Directors has the authority, duties, and responsibilities to manage the Company in compliance with the laws, objectives, Articles of Association, and resolutions of the shareholders meetings, with due care, integrity, and honesty. In summary, the key authorities, duties, and responsibilities of the Board are as follows:

1. Organizing the Annual General Shareholders Meeting within 4 months after the Company's accounting period ends.
2. Organizing the Board of Directors Meeting once every 3-month, at least, and that in order to conform to the Principle of Good Corporate Governance, the Company has scheduled the Board of Directors Meetings 6 times a year, at least, and the Board of Directors Meeting without any Executive Directors in attendance once a year. At the board meetings, not less than one-half of the total number of directors must be present at the meeting to constitute a quorum and for any resolution passed at a Board meeting, at least two-thirds of the total number of directors must be present.
3. Preparing Balance Sheets and Profit and Loss Statements of the Company as at the ending date of the accounting period of the Company, which shall be submitted onto the Shareholders Meeting for consideration and approval after they have already been audited by the auditor.
4. To determine the vision, objectives, goals, directions, policies, business plans, and budgets of the Company; to supervise and oversee the management and operations of the Executive Committee to ensure compliance with the assigned policies; and to monitor the performance to ensure that it aligns with the business plans and budgets on a continuous basis. The management is required to report the Company's performance to the Board of Directors on a quarterly basis (or at every Board meeting if there is significant progress). Except in the following matters that the Board of Directors must obtain the approval of the Shareholders Meeting first before proceeding with any relevant actions, which are the matters defined by law that the Board of Directors must obtain the approval of the Shareholders Meeting such as capital increment, capital decrement, debenture issuance, sales or transfers of the Company's significant business, wholly or partially, to other persons, or a purchase or an acceptance of a business transfer of other companies to belong to the Company, and amendment of the Memorandum of Association or Regulations, etc.

In addition, the Board of Directors also has a duty to oversee the company to comply with the Law on the Securities and Exchange and SET Requirements such as Connected Transaction Executions and Buying or Selling Important Assets in accordance with SET Regulations or Laws relevant to the Company's business.

5. Defining the organizational structure and making consideration on the management structure; appointing the Executive Committees, Managing Director, and other committees as appropriate. Designating authorities and duties for various Sub-committees such as the Audit Committee and Nomination and Remuneration Committee for efficient operations and benefits of the shareholders.
6. The Board of Directors may empower the Executive Committees with the authorities in performing various duties where details of the empowerment shall be in accordance with the scope of the authorities of the Executive Committees provided, however, that such empowerment must not be in a manner likely to enable the Executive Committees or the Appointee to consider and approve the transactions in which the Executive Committees or the Appointee or related persons have any interest or any other conflict of interest with the Company or its subsidiary companies, save it is the approval of a transaction being in line with the policy and criteria having already been considered and approved by the Board of Directors provided that it shall be in accordance with the law.
7. Making considerations on the appointment of Chief Executive Officer (CEO), Executive Chairman and Executive Committee including the empowerment to Executive Chairman in prescribing the power on the approvals and considerations on the amendments of such power for the suitability.
8. Empowering one or several Director(s) or any other persons to take any actions under the control of the Board of Directors or may empower such persons to have a power as it deems appropriate and within the expedient period of time. The Board of Directors may cancel, revoke, change in, or alter the Appointee or such power as it deems appropriate. In this respect, no power shall be given to any person(s) who may have conflicts of interest in the operations.
9. Defining, implementing, and complying with the Corporate Governance Policy, Business Ethics, Code of Conduct, Anti-Corruption Policy as well as various Company-related Practical Guidelines, which are made in writing, and regularly reviewing the Policies and the implementations in compliance with said Policies at least once a year,

including encouraging all Directors, Executives and staff to get to understanding and complying with the Laws, Regulations, Business Ethics, Code of Conduct, Anti-Corruption Policy as well as various Company-related Practical Guidelines.

10. Supervising and overseeing subsidiary companies by considering the suitability of the person to be appointed as a Director in the subsidiary companies in order to monitor controls over the management to conform to the Companys policy and various transactions to be legal in accordance with the Law on the Securities and Exchange and SET Notifications.
11. Approving the opening/closing of all types of deposit accounts with banks or financial institutions together with defining conditions on money withdrawals or conducting juristic acts on said deposit accounts.
12. Approving the important investment expenditures as specified in the Annual Expense Budget.
13. Overseeing and giving supervisions to ensure that the Company has a suitable and effective Risk Management System and Internal Control.
14. Providing supports on and promoting the creations of innovation and making use of the innovation and technology to create added value for the business as well as monitoring controls over the management of information technology to be in compatibility with the Companys requirements.
15. Providing proper channels of communication with the shareholders and stakeholders while also ensuring that the shareholders are involved in making important company decisions.
16. Arranging for the preparation of the Succession Plan for the preparedness in the event that a high-level Executive is unable to perform his or her duty.
17. Providing clear guidelines for those who wish to blow a whistle on any matters or stakeholders via the website or report directly to the Company by setting up a channel for the whistle blowing through the Companys Audit Committee, and giving instructions that the information shall be verified in accordance with the process defined by the Company and report to the Board of Directors.
18. Reporting their own interests or interests of related persons, whether directly or indirectly, being involved with business management of the Company or its subsidiary for the transparency of operations.
19. Arrange for an annual performance assessment of the Board of Directors, Sub-committees and individual directors. Follow up the results to be used as a guideline for further improvement and development of duties.
20. Provide an orientation for directors to enhance knowledge and understanding of roles and responsibilities as directors nature of business relevant regulations and encourage all directors to acquire new skills and knowledge regularly in order to keep pace with the environment changing business.

Duties and Responsibilities of the Chairman

1. Has a statutory duty to summon the meeting of the Board of Directors, act as the chairman of the meeting and lead the meeting until a consensus is reached.
2. Set the Board of Directors meeting agenda in consultation with the Managing Director and ensure that important matters are included in the meeting agenda.
3. Sufficient time is allocated for the management to carefully propose matters for the directors to discuss important issues.
4. Encourage directors to exercise their discretion and freely express their opinions.
5. Encourage all directors to participate in creating an ethical corporate culture and conducting business in accordance with good corporate governance principles.
6. Encourage cooperation between the directors and the Company Secretary to enable all parties able to work smoothly and efficiently.
7. Represent the Board of Directors to communicate an important matter related to the organization as well as create good interactions with the group of shareholders and stakeholders of the business.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

The Audit Committee shall consist of at least 3 persons; all of whom are Independent Directors and, at least, one person shall be well-versed in accountancy with adequate experience to perform duty to review the reliability of Financial Statements. The Audit Committee shall also assist the Company in monitoring controls over the carrying out of the Companys business operations to be in accordance with the Principle of Good Corporate Governance as prescribed by Security Exchange Commission (SEC) and Stock Exchange of Thailand (SET) including to have the scope of power and duties as assigned by the Companys Board of Director by having Miss Romklao Muangyunnan serving as the Secretary to the Audit Committee.

1. Conduct reviews to ensure that the Companys Financial Report is accurately and adequately prepared
2. Conduct reviews to ensure that the Company has suitable and effective internal control and internal audit and make consideration on the independency of the Internal Audit Unit as well as giving approvals on the considerations on the appointments, transfers, and employment termination of Internal Audit Unit Chief or any other Units responsible for matters in relation to internal audit.
3. Conduct reviews to ensure that the Company has complied with the Law on Securities and The Stock Exchange of Thailand and the Laws relating to the Companys business.
4. Make considerations on the selection and nomination for the appointment of an independent person to perform duty as the Companys auditor and proposes remuneration for such person as well as participating in the meeting with the auditor without the Management members taking part in, at least, once a year.
5. Make considerations on connected transactions or transactions which may have a conflict of interest that they are undertaken in accordance with the pertinent Law and Requirements of The Stock Exchange of Thailand and to ensure that they are reasonable and optimally beneficial to the Company.
6. Review to ensure that the company has an adequate risk management system.
7. Review the Company's compliance with anti-corruption measures and Whistle Blowing and Complaint Procedures.
8. Report the performance of the Audit Committee to the Board of Directors at least 4 times a year.
9. Prepare the Audit Committee Report by disclosing it in the Companys Annual Report. Such Report shall be duly signed by the Chairman of the Audit Committee and must consist of, at least, the following information:
 - 1) Opinions on the accuracy and completeness in respect of the reliability of the Companys Financial Report.
 - 2) Opinions on the sufficiency of the Companys internal control system
 - 3) Opinions on the compliances with the Law on Securities and The Stock Exchange of Thailand, Requirements of The Stock Exchange of Thailand or Laws relating to the Companys business.

- 4) Opinions on the suitability of the auditor.
- 5) Opinions on the transactions which may have the conflict of interest.
- 6) The number of the Audit Committees meetings and meeting participations of each Audit Committee member.
- 7) The overall opinions or observations received by the Audit Committee from duty performances in accordance with the Charter.
- 8) Other transactions which are in view that the shareholders and investors, in general should know of provided that the disclosures of such transactions shall be under the Committees scope of duties and responsibilities as assigned by the Companys Board of Directors.
10. Review the Audit Committee Charter as necessary and appropriate at least once a year.
11. Perform any other duties as assigned by the Companys Board of Directors with the approval of the Audit Committee.
12. In performing duties of the Audit Committee, if anything should be discovered or should there be any doubts that there are transactions or performances of any acts as follows which may materially affect the Companys financial condition and turnovers, the Audit Committee shall report such occurrence to the Companys Board of Directors to undertake remedial actions within the period of time it deems to be reasonable:
 - 1) Transactions of the conflict of interest.
 - 2) Fraudulent act or an irregularity or critical defect in internal control system.
 - 3) Violation of the Law on Securities and The Stock Exchange of Thailand, Requirements of The Stock Exchange of Thailand or Laws relating to the Companys business.

If the Board of Directors or the executives do not take action to make improvements within the specified period. Any member of the Audit Committee may report to the Office of the Securities and Exchange Commission (SEC) or the Stock Exchange of Thailand (SET) that there are transactions or actions under the above paragraph.

13. In the event that the auditor finds suspicious circumstances that the Chief Executive Officer or the person responsible for the operation of the company has committed an offense as specified by the law, has informed the facts about such circumstance to the Company's Audit Committee for acknowledgment to continue the inspection without delay and the Audit Committee shall report the results of the preliminary examination to the Office of the Securities and Exchange Commission and the auditor within thirty days from the date of being notified by the auditor about suspicious behaviour (under section 89/25 of the law on securities and exchange).

Reference link for the charter

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Executive Committee

Role

- Others
- Responsible for managing the day-to-day operations and administrative affairs of the Company

Scope of authorities, role, and duties

The main roles and responsibilities of the Executive Committees involve the usual operations and managements, the specification of policies, plans, budget, management structure and the administration, as well as the operational rules that are required to conform to the economic conditions. The final role of the board is to present the provided responsibilities to other members during the Board Meeting for the consideration and approval and/or suggest the comments if needed. Additionally, the directors must revise and follow up the operation of the company and make sure if it follows the specified policies. The main role and responsibilities of the Board of Directors could be inferred as follows;

Nomination & Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

The Nomination and Remuneration Committee consists of 3 Members, at least, and 2-thirds of its total number, at least, must be Independent Members and that an Independent Member shall chair the Nomination and Remuneration Committee to be responsible for setting out the rules and policy on the selecting and determining the remunerations for Directors of the Board and Subcommittee Members including the scrutiny, selections and nominations of suitable persons to hold positions of the Company's Board of Directors and determining the remunerations of the Directors.

Nomination

1. Review the structure of Board of Directors to compatibly suit with the strategic necessity of the Company.
2. Set out the rules and procedures on the scrutiny and selections of persons to hold positions of Directors of the Board, Members in the Subcommittees, Executive Director Chairman, Executive Directors, Chief Executive Officer, High Level Executives and Company Secretary for nominations to the Company Board of Directors and/or submission to Shareholders Meeting for approval, as the case may be.
3. Consider, scrutinizes and screens list of names and personal background of persons to be nominated to be Directors of the Board, Members in the Subcommittees, Executive Director Chairman, Executive Directors, Chief Executive Officer, High Level Executives and Company Secretary in the case of a vacancy for submission to the Company Board of Directors Meeting for making considerations on the approval.
4. Disclose the policy and details of scrutiny process in the Company Annual Report.
5. Set out the rules on performance evaluation of the Company Board of Directors and Chief Executive Officer regularly every year for reporting to the Board of Directors.
6. Conduct performance evaluation of the Company Board of Directors and Chief Executive Officer regularly every year and report result of the evaluation to the Board of Directors.
7. Conducts its self-executed performance evaluation regularly every year and reports result of the valuation to the Board of Directors.

Remuneration

1. Determine policies and criteria for payment of compensation and other benefits of the Board of Directors, Subcommittees and high level Executives for submission to the Board of Directors Meeting and/or Shareholders Meeting for consideration on the approval, as the case may be.
2. Propose recommendations on the remuneration of the Board of Directors, Subcommittees and high level Executives with the return reasonably suitable to their duties and responsibilities.
3. Initiate actions on the scrutiny and nominates names of persons suitably qualified to hold positions of Directors for the first time and considers work achievements, qualifications and suitability of Directors vacating office on normal expiration of term in office who are suitable for re-elections for submission to the Board of Directors for consideration on the approval and onto the Shareholders Meeting for further appointments.
4. Make consideration and give recommendation to the Company's Board of Directors as well as conduct monitoring controls and follow ups over the operations relating to the visions and strategy on the aspects of human resources

of the Company including the Company Executive development plan.

5. Assess the Company's turnover in order to set out the procedural guidelines on giving bonus and annual salary increase of the Company by using the suitably industrial standard basis to support the considerations.
6. Propose recommendations on the Company's salary structure including other fringe benefits.

Reference link for the charter

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Risk Management Committee

Role

- Others
- Risk Monitoring and Oversight

Scope of authorities, role, and duties

The Risk Management Committee consists of seven members, with one member of the Board of Directors serving as the Chairman of the Committee, and is responsible for implementing the risk management policies set by the Board of Directors. Its duties include reviewing, assessing, monitoring, and overseeing risk levels across various departments within the organization and reporting to the Board of Directors and/or the Executive Committee. Additionally, the Audit Committee is tasked with reviewing, assessing, and monitoring compliance with relevant regulatory requirements and ensuring adherence to risk management standards and also reviews the adequacy of risk management policies and systems to ensure their effectiveness.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Climate-related risks and opportunities governance
- Others
- to oversee sustainability, environmental matters, human rights and social issues, and corporate governance

Scope of authorities, role, and duties

1. To establish and review the direction, strategies, and sustainability development policies to ensure alignment with the business operations of the Company and its group of companies, covering environmental, human rights and social, and governance aspects.
2. To identify and review material business issues and sustainability-related risks of the Company and its group of companies, taking into account both positive and negative impacts on the Company, the group of companies, and all stakeholders.
3. To set short-term and long-term sustainability targets that align with the Company's strategies.
4. To oversee and monitor the progress of sustainability initiatives to ensure compliance with the established policies and plans.
5. To communicate and promote awareness among directors, executives, employees at all levels, and relevant stakeholders to ensure compliance with related sustainability policies.
6. To report progress and present sustainability performance outcomes to the Executive Committee and the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. PRANEE PHASIPOL (*)</p> <p>Gender: Female Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	12 Nov 2014	Accounting, Internal Control
<p>2. Ms. CHAOVANA VIWATPANACHATI (*)</p> <p>Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2014	Accounting, Internal Control

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mrs. CHATTONG TIPPAYAKALIN Gender: Female Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	12 Nov 2014	Finance, Banking, Internal Control

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Ms. AUNADA PHRUTTINARAKORN Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	13 Oct 2015

List of committee members	Position	Appointment date of executive committee member
<p>2. Mr. KRIANGKRAI PHEANVITAYASKUL Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Oct 2015</p>
<p>3. Mr. THANAWAT YANISRANGKUL Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Oct 2015</p>
<p>4. Mr. SIRICHAJ PHRUTTINARAKORN Gender: Male Age : 64 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>13 Oct 2015</p>
<p>5. Mr. VICHAI YANISRANGKUL Gender: Male Age : 72 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>Member of the executive committee</p>	<p>13 Oct 2015</p>

List of committee members	Position	Appointment date of executive committee member
<p>6. Mrs. Wanida Phruttnarakorn Gender: Female Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	13 Oct 2015
<p>7. Ms. Porntip Asavachatchanchai Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	13 Oct 2015
<p>8. Mr. Phanuphan Jesrichai Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	13 Oct 2015
<p>9. Ms. Orajid Pheanvitayaskul Gender: Female Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Humanities Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	13 Oct 2015

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

Other Subcommittees

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. KRIANGKRAI PHEANVITAYASKUL Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration 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>12 Nov 2014</p>	<p>Engineering, Energy & Utilities, Business Administration, Strategic Management</p>
<p>2. Mr. THANAWAT YANISRANGKUL^{(*)(**)} Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	<p>Chief Financial Officer (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Engineering, Finance, Information & Communication Technology, Risk Management, Budgeting</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. SIRICHAJ PHRUTTINARAKORN Gender: Male Age : 64 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Operation Officer (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Industrial Materials & Machinery, Commerce, Human Resource Management, Corporate Management, Steel</p>
<p>4. Mr. VICHAI YANISRANGKUL Gender: Male Age : 72 years Highest level of education : Bachelor'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>Chief Operation Officer (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Industrial Materials & Machinery, Corporate Management, Engineering, Steel</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mrs. Wanida Phruttinarakorn Gender: Female Age : 66 years Highest level of education : Bachelor'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 : No</p>	<p>Finance Division Manager (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Accounting, Finance, Procurement, Budgeting</p>
<p>6. Ms. Porntip Asavachatchanchai^(**) Gender: Female Age : 51 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>	<p>Accounting Division Manager (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Accounting, Business Administration, Data Management, Data Analysis, Internal Control</p>

List of executives	Position	First appointment date	Skills and expertise
<p>7. Mr. Phanuphan Jesrichai Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Committee (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Engineering, Marketing, Business Administration, Industrial Materials & Machinery, Steel</p>
<p>8. Ms. Orajid Pheanvitayaskul Gender: Female Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Humanities Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Committee (The highest-ranking executive)</p>	<p>13 Oct 2015</p>	<p>Marketing, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
9. Ms. AUNADA PHRUTTINARAKORN Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Committee (The highest-ranking executive)	13 Oct 2015	Sustainability, Corporate Management, Steel, Budgeting, Governance/ Compliance

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

Remuneration policy for executive directors and executives

The Company does not pay remuneration to executive directors.

Remuneration for executives at all levels is based on performance and performance indicators (KPIs) which are jointly determined by Nomination and Remuneration Committee, Board of Directors and senior management. This metric consists of a financial perspective, customer retention and satisfaction, production process, quality, environment, stakeholders, employee learning and organizational growth. In addition, the annual performance evaluation and the potential of personnel at the leadership and operational levels each year, the Nomination and Remuneration Committee and the Chairman of Executive Committee will consider the salary adjustment of Chief Executive Officer and senior management according to performance such salary adjustment comply with the company's criteria and benchmarks from similar industries each year.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	23,962,606.00	24,346,071.47	24,743,329.40
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	23,962,606.00	24,346,071.47	24,743,329.40

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	657,485.36	668,943.00	679,037.40
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. PORNTIP ASAVACHATCHANCHAI	porntip@sci-groups.com	+662-3381414

List of the company secretary

General information	Email	Telephone number
1. Mrs. WANIDA PHRUTTINARAKORN	secretary@sci-groups.com	+662-3381414

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. ROMKLAO MUANGYEUNNARN	audit@sci-groups.com	+662-3381414

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. NUTCHA ASAVATHAVORNVANIT	ir@sci-groups.com	+662-3618014

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
AST MASTER COMPANY LIMITED 790/12 THONG LOR TOWER, SOI THONG LOR 18, SUKHUMVIT 55 ROAD KHLONGTAN KHLONG TOEI Bangkok 10110 Telephone number 0- 2714-8843	2,000,000.00	-	1. Ms. PAKAMON LAOHAARREEDILOK Email: pakamon@astmaster.co.th License number: 11499

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
1,595,267.00	-		

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors performed its duties in accordance with the Board of Directors Charter, under a framework of good corporate governance and the principles of fiduciary duty, which constitute fundamental principles requiring the Board to act with due care, integrity, and honesty for the best interests of the Company and its shareholders.

In 2025, the Company held a total of seven (7) Board of Directors meetings, comprising six full Board meetings and one Board meeting without the participation of executive directors. The Board discharged its duties across a range of matters that contributed to the development of the organization, as summarized below:

- Approving the Companys vision, mission, and objectives, as well as its strategic plans and annual budgets.
- Approving investments in various projects in accordance with the approved strategies and objectives, aimed at business expansion and enhancement of the Companys competitive capabilities.
- Approving and reviewing policies and guidelines on corporate governance, the Business Code of Conduct, and policies related to sustainable development, as well as monitoring compliance with such policies during the previous year.
- Regularly monitoring the Companys operating performance and providing constructive recommendations to management.
- Monitoring the adequacy and appropriateness of the Companys risk management system and internal control system through quarterly reports from the Audit Committee.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. NOPPOL MILINTHANGGOON	Chairman of the board of directors	12 Nov 2014	Energy & Utilities, Engineering
Ms. AUNADA PHRUTTINARAKORN	Director	1 Jan 1988	Sustainability, Corporate Management, Steel, Budgeting, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
Ms. CHAOVANA VIWATPANACHATI	Director	12 Nov 2014	Accounting, Internal Control
Mrs. CHATTONG TIPPAYAKALIN	Director	12 Nov 2014	Finance, Banking, Internal Control

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

In the event that a position of director or independent director becomes vacant, the Nomination and Remuneration Committee shall consider and screen qualified candidates for nomination as director or independent director, and submit its recommendations to the Board of Directors and/or the shareholders meeting for approval of the appointment, as appropriate.

In addition, the Nomination and Remuneration Committee supports providing opportunities for minority shareholders to propose qualified candidates for consideration as directors of the Company. The Committee also considers the use of the Director Pool database as part of the process for nominating new directors and independent directors. Such processes are carried out in accordance with the relevant policies and charters, the Company's Articles of Association, and applicable laws and regulations.

Qualifications of Directors / Independent Directors

- Possess knowledge, capability, integrity, and ethical standards in conducting business, and have sufficient time to dedicate their knowledge, abilities, and efforts to performing duties for the Company.
- Meet the qualifications and do not have any prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, and other applicable laws.
- May hold directorships in other companies; however, the total number of directorships in listed companies, including the Company, must not exceed five listed companies, and such directorships must not impede the effective performance of duties as a director of the Company.

Additional Qualifications of Independent Directors

- Hold no more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, including shares held by related persons of such independent director.
- Not be, nor have been, a director involved in management, employee, staff member, salaried advisor, auditor, or controlling person of the Company, its parent company, subsidiaries, associates, companies under common control, major shareholders, or controlling persons, unless at least two years have elapsed since the termination of such status. This restriction does not apply to cases where the independent director was a government official or advisor to a government agency that is a major shareholder or controlling person of the Company.

- Not have any blood or legal relationships registered by law in the nature of being a parent, spouse, sibling, child, or the spouse of a child, of executives, major shareholders, controlling persons, or persons proposed to be executives or controlling persons of the Company or its subsidiaries.
- Have no current or prior business relationships with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons that may interfere with the exercise of independent judgment. This includes not being, nor having been, a significant shareholder or controlling person of any entity having business relationships with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, unless at least two years have elapsed since the termination of such relationship.
- Not be a director appointed to represent a director of the Company, a major shareholder, or a shareholder related to a major shareholder.
- Not engage in businesses of the same nature that are in material competition with the business of the Company or its subsidiaries, and not be a significant partner, director involved in management, employee, salaried advisor, or hold more than 0.5% of the total voting shares in any other company that operates a business of the same nature and in material competition with the Company or its subsidiaries.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 1

Rights of minority shareholders on director appointment

The Company recognizes the importance of equitable treatment of all shareholders. In line with the principles of good corporate governance, the Company provides an opportunity for minority shareholders to nominate qualified candidates in advance for consideration for appointment as directors of the Company, in accordance with the criteria and conditions prescribed by the Company and disclosed on the Company's website.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
Knowledge and Experience	Energy & Utilities, Accounting, Finance, Corporate Management, Others : Industry-related (Direct and Indirect), Legal, and Marketing

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. NOPPOL MILINTHANGGOON (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. SIRICHAJ PHRUTTINARAKORN (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
3. Ms. AUNADA PHRUTTINARAKORN (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Online Directors Briefing 4/2025 : ESG Risks Mitigation: What Directors Need to Know Before Risks Become a Turning Point for the Organization • 2025: TMA - Executive Insight Shifting Geopolitics : Navigating Risk and Opportunities
4. Ms. CHAOVANA VIWATPANACHATI (Director, Independent director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Hot issue for Director : The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2025: Online Directors Briefing 4/2025 : ESG Risks Mitigation: What Directors Need to Know Before Risks Become a Turning Point for the Organization
5. Mrs. CHATTONG TIPPAYAKALIN (Director, Independent director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Business Transformation & Leadership Summit 2025 : Symphony of Disruptions: The Great Convergence • 2025: ESG and Sustainable Value Creating • 2025: Hot issue for Director : The Evolving Role of Audit Committee in Fostering Trust and Transparency

List of directors	Participation in training in the past financial year	History of training participation
6. Mrs. PRANEE PHASIPOL (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) <p>Other</p> <ul style="list-style-type: none"> • 2025: Business Transformation & Leadership Summit 2025 : Symphony of Disruptions: The Great Convergence • 2025: Hot issue for Director :The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2025: Online Directors Briefing 4/2025 : ESG Risks Mitigation: What Directors Need to Know Before Risks Become a Turning Point for the Organization • 2025: Special Event 1/2025: Elevating Boardroom Success with New Evaluation Services
7. Mr. SUMETH CHAILERTVANITKUL (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Financial Statements for Directors (FSD)
8. Mr. KRIANGKRAI PHEANVITAYASKUL (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Capital Market Academy course#35 SET
9. Mr. THANAWAT YANISRANGKUL (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Future Finance: Transforming the CFO Role into Digital Leadership • 2025: TLCA CFO Professional Development Program (TLCA CFO CPD)
10. Mr. VICHAI YANISRANGKUL (Director)	Non-participating	-

Criteria for evaluating the duty performance of the board of directors

In accordance with the principles of good corporate governance, the Company conducts performance evaluations of the Board of Directors and its sub-committees at least once a year. Such evaluations enable the Board and sub-committees to review their past performance and to identify issues and challenges, thereby enhancing the effectiveness of their duties and responsibilities. The performance evaluation of the Board of Directors is conducted at both the collective (Board-level) and individual director levels.

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

The evaluation of the Board of Directors (as a whole) comprised 6 topics: (1) Board Structure and Qualifications (2) Board Roles, Duties, and Responsibilities (3) Board Meetings (4) Directors' Performance (5) Relationship with Management (6) Director Self-Development and Executive Development. The overall evaluation result was rated as Excellent, at 99 percent.

The Directors' Self-Assessment was conducted to ensure that the Board had provided oversight as required and fully executed all 7 key governance areas. All directors concurred that, in 2025, the Board of Directors had fully ensured the setting and execution of all 7 areas

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	99	100
	Self-assessment	99	100
	Cross-assessment (assessment of another director)	None	None
Nomination & Remuneration Committee	Group assessment	99.51	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	98.89	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

- The Board of Directors Organize an annual performance evaluation of Chief Executive Officer By way of assessment from independent directors to provide unbiased assessment results and to help the Chief Executive Officer reviewed the performance during the past year and improve it to increase the efficiency of work.
- The Chief Executive Officer Performance Assessment Form consists of ten topics: Leadership | Strategic Formulation | Strategy Implementation | Planning and Financial Performance | Relationship with the Board | External Relations | Management and Personnel Relationship | Succession Plan | Product and Service Knowledge | Personal Characteristics.
- Summary of Chief Executive Officer Assessment (by independent directors) , most operations average is in the excellent category, equal to 91.3%.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors⁽²⁾

Number of the board of directors meeting over the : 7
past year (times)
Date of AGM meeting : 25 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. NOPPOL MILINTHANGGOON (Chairman of the board of directors, Independent director)	7	/	7	1	/	1		/	
2. Mr. SIRICHAJ PHRUTTINARAKORN (Director)	6	/	6	1	/	1		/	
3. Ms. AUNADA PHRUTTINARAKORN (Director)	6	/	6	1	/	1		/	
4. Ms. CHAOVANA VIWATPANACHATI (Director, Independent director)	7	/	7	1	/	1		/	
5. Mrs. CHATTONG TIPPAYAKALIN (Director, Independent director)	7	/	7	1	/	1		/	
6. Mrs. PRANEE PHASIPOL (Director, Independent director)	7	/	7	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. SUMETH CHAILERTVANITKUL (Director, Independent director)	7	/	7	1	/	1		/	
8. Mr. KRIANGKRAI PHEANVITAYASKUL (Director)	6	/	6	1	/	1		/	
9. Mr. THANAWAT YANISRANGKUL (Director)	6	/	6	1	/	1		/	
10. Mr. VICHAI YANISRANGKUL (Director)	6	/	6	1	/	1		/	

Remark: ⁽²⁾ In 2025, the Company held a total of seven Board of Directors meetings, comprising six full Board meetings and one Board meeting without the participation of executive directors.

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. NOPPOL MILINTHANGGOON (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SIRICHAJ PHRUTTINARAKORN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Ms. AUNADA PHRUTTINARAKORN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Ms. CHAOVANA VIWATPANACHATI (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. CHATTONG TIPPAYAKALIN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. PRANEE PHASIPOL (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUMETH CHAILERTVANITKUL (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
8. Mr. KRIANGKRAI PHEANVITAYASKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. THANAWAT YANISRANGKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mr. VICHAI YANISRANGKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration in the form of meeting attendance fees, monthly remuneration, and other special remuneration for the Board of Directors and its sub-committees is determined by taking into consideration the results of performance evaluations, prevailing economic conditions, and the Company's operating performance. Such remuneration is benchmarked against surveys of directors' remuneration within comparable industry groups and companies of similar size, as well as the scope of duties and responsibilities.

Remuneration of the board of directors⁽³⁾

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. NOPPOL MILINTHANGGOON (Chairman of the board of directors, Independent director)			1,415,000.00		0.00
Board of Directors (Chairman of the board of directors)	315,000.00	1,100,000.00	1,415,000.00	No	
2. Mr. SIRICHAJ PHRUTTINARAKORN (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	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Ms. AUNADA PHRUTTINARAKORN (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	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Ms. CHAOVANA VIWATPANACHATI (Director, Independent director)			908,000.00		0.00
Board of Directors (Director)	140,000.00	648,000.00	788,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Mrs. CHATTONG TIPPAYAKALIN (Director, Independent director)			908,000.00		0.00
Board of Directors (Director)	140,000.00	648,000.00	788,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
6. Mrs. PRANEE PHASIPOL (Director, Independent director)			1,110,000.00		0.00
Board of Directors (Director)	140,000.00	780,000.00	920,000.00	No	
Audit Committee (Chairman of the audit committee)	150,000.00	0.00	150,000.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
7. Mr. SUMETH CHAILERTVANITKUL (Director, Independent director)			754,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	140,000.00	564,000.00	704,000.00	No	
Nomination & Remuneration Committee (The chairman of the subcommittee)	50,000.00	0.00	50,000.00	No	
8. Mr. KRIANGKRAI PHEANVITAYASKUL (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 (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. THANAWAT YANISRANGKUL (Director)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
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	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mr. VICHAI YANISRANGKUL (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	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mrs. Wanida Phrutinarakorn (Member of the executive committee)			0.00		0.00
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	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Ms. Porntip Asavachanchai (Member of the executive committee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. Phanuphan Jesrichai (Member of the executive committee)			0.00		0.00
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	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Ms. Orajid Pheanvitayaskul (Member of the executive committee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Ms. Nutcha Asavathavornvanit (Member of the subcommittee)			0.00		0.00
Corporate Governance and Sustainability Committee (Member of the subcommittee)	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	875,000.00	3,740,000.00	4,615,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	390,000.00	0.00	390,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination & Remuneration Committee	90,000.00	0.00	90,000.00
5. Risk Management Committee	0.00	0.00	0.00
6. Corporate Governance and Sustainability Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,355,000.00	1,480,000.00	1,355,000.00
Other monetary remuneration (Baht)	3,740,000.00	3,740,000.00	3,740,000.00
Total (Baht)	5,095,000.00	5,220,000.00	5,095,000.00

Remark: ⁽³⁾ In addition to monetary remuneration received by directors, the Company has arranged Directors and Officers Liability Insurance (D&O Insurance) with an insurance coverage of THB 200 million.

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

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

directors and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company has established a policy for overseeing and supervising the operations of its subsidiaries and associates, with the objective of setting operational standards that enable the Company to effectively oversee the management of its subsidiaries and associates. This includes monitoring and ensuring that subsidiaries and associates comply with the Company's policies, applicable laws, rules, regulations, notifications, and orders of relevant government authorities, in order to safeguard the Company's investment interests in such subsidiaries and associates.

The Company appoints representatives to serve as directors, executives, or controlling persons of its subsidiaries or associates in proportion to its shareholding, in accordance with the criteria and guidelines for the appointment of directors in subsidiaries or associates as prescribed by the Company. Such appointments are subject to approval by the Board of Directors and/or the Executive Committee, as appropriate.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company has established guidelines to prevent conflicts of interest, as set forth in its Business Code of Conduct. Such guidelines specify matters including actions that should be taken, should not be taken, or must not be taken, as well as requirements for disclosure, prior approval, and reporting. Disciplinary offenses and penalties for non-compliance are also clearly defined. The Company monitors and evaluates the effectiveness of these guidelines and regularly reviews and updates the Business Code of Conduct and related policies to ensure alignment with the evolving business environment. In addition, the Company communicates and provides training to directors, executives, and employees to enhance their understanding of conflicts of interest. All transactions are carefully considered to determine whether they are conducted for the best interests of the Company and whether they are necessary and reasonable.

The Company requires directors and executives to disclose information relating to their own interests or those of related persons in accordance with the Notification of the Capital Market Supervisory Board No. TorJor. 2/2009 regarding the reporting of interests of directors, executives, and related persons. An initial report must be submitted

within 30 days from the date of appointment to office, and an annual report must be submitted as of 31 December of each year, together with reports of any changes, if any. The Company Secretary is responsible for collecting and maintaining such information for internal use only, and for submitting copies of the reports to the Chairman of the Board of Directors and the Chairman of the Audit Committee.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

In the course of conducting business, directors, executives, and employees of the Company and its subsidiaries, as well as relevant parties, may receive or become aware of information that could affect the price of securities and that has not yet been disclosed to shareholders, investors, or the general public. Accordingly, the proper management of the Companys inside information is of critical importance in order to prevent information leakage, misuse of such information for improper purposes, or unfair advantage over others. In addition to constituting a violation of applicable laws, misuse of inside information may also adversely affect the Companys reputation. Therefore, the Company has established written guidelines and policies governing the use and disclosure of inside information, which directors, executives, and employees are required to strictly comply with and communicate appropriately, as follows:

- Directors, executives, employees, and external parties performing duties for the Company who are aware of or in possession of the Companys inside information must safeguard such information with due care and security to prevent any leakage to external parties. Inside information must not be disclosed to any persons who are not directly involved in the relevant work, in order to prevent such information from being misused for personal benefit or for the benefit of others, as such misuse may affect the price or value of the Companys securities or those of other listed companies related to such information, or influence investment decisions.
- Directors, executives, employees, and external parties performing duties for the Company who are aware of or in possession of inside information must not buy or sell securities related to such undisclosed inside information, as doing so would constitute an unfair advantage over other investors who do not have access to such information.
- The Company has established measures prohibiting the trading of securities during periods before and after the disclosure of inside information (Blackout Periods) to mitigate the risk of improper use of inside information, as follows: Directors, executives, and employees in units involved with inside information (including their spouses or persons living as spouses) are prohibited from trading the Companys securities during the period of one (1) month prior to the disclosure of quarterly and annual financial statements, and within twenty-four (24) hours after such financial statements have been disclosed.

- In addition, where directors, executives, or employees in units involved with inside information (including their spouses or persons living as spouses) become aware of undisclosed information that may affect the price of the Companys securities or those of other listed companies related to such information, they must refrain from trading such securities until at least twenty-four hours have elapsed following the full public disclosure of such information. In 2025, there were no instances of directors or executives trading the Companys securities during the designated Blackout Period, nor were there any cases of penalties imposed for insider trading.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, 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, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company conducts its business with transparency and integrity, upholding its responsibilities toward society and all stakeholder groups. Accordingly, the Company has established responsibilities and appropriate practices to prevent corruption in all business activities. A written Anti-Corruption and Anti-Bribery Policy has been formulated to provide clear guidelines, which all directors, executives, and employees are required to strictly comply with.

Implementation of the Anti-Corruption and Anti-Bribery Policy

- Ensuring continuous communication with personnel to enhance awareness and understanding of the policy through various channels, such as training programs, seminars, workplace communications, and dissemination via the Companys communication platforms.
- Disclosing and communicating the Anti-Corruption and Anti-Bribery Policy and related guidelines both internally and externally, to ensure that relevant stakeholders are informed of the Companys intent and commitment to combating all forms of corruption.

- Promoting and supporting the No-Gift Policy, particularly prior to festive seasons, through internal and external communication channels, such as formal letters to business partners and related parties requesting their cooperation in refraining from giving gifts or gratuities to the Companys directors, executives, and employees, as well as those of its subsidiaries.
- Establishing clear guidelines for activities with a high risk of corruption, including political contributions, charitable donations and sponsorships, gifts, hospitality and entertainment expenses, other related expenditures, and facilitation payments.
- Implementing a risk management process to prevent corruption, beginning with the identification of internal and external risk factors, followed by the assessment and analysis of significant risks, and the formulation of appropriate mitigation and preventive measures for each identified risk.

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 recognizes the importance of whistleblowing and complaint reporting and has therefore established a Whistleblowing and Complaint Handling Policy as a mechanism to prevent potential damage to the Companys assets and reputation. This policy encourages employees and all groups of stakeholders, both internal and external, to report or raise concerns regarding any actions that are inconsistent with or suspected to be in violation of laws, regulations, the Code of Conduct, or human rights principles. The purpose of the policy is to ensure that the Company conducts its business ethically, transparently, and fairly toward all stakeholders, both internal and external, in accordance with the principles of good corporate governance and international standards.

Whistleblowing and Complaint Channels

Chairman of Audit Committees / Audit Committees secretary

SCI Electric Public Company Limited

107/1 Moo 1 Bangna-Trad Km. 27Rod, Bangpleang, Bangbor, Samutprakarn 10560

Tel : 02-338-1414-9 EXT 521 / 097-297-0175

Email : Chairman of Audit Committees (pra_neep@hotmail.com) / Audit Committees secretary (acsecretary@sci-groups.com) or Suggestion or Complaint Box in the company.

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

The monitoring of compliance with other corporate governance policy and guidelines

The Company places significant importance on good corporate governance and has established relevant policies and practices under its Corporate Governance Policy and Code of Business Ethics. The Company actively promotes effective implementation of these policies to foster confidence among all stakeholder groups.

During the past year, the Company closely monitored compliance with good corporate governance practices across various aspects. The monitoring results indicated that the Company has fully and appropriately implemented the prescribed practices in all relevant areas.

Furthermore, the Company's corporate governance performance reflects its strong commitment to maintaining high standards and strict compliance with applicable laws, rules, regulations, international standards, as well as the requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant regulatory authorities.

In 2025, the Company was assessed under the Corporate Governance Report of Thai Listed Companies (CGR) and received a rating of Very Good (4 Stars) from the Thai Institute of Directors Association (IOD). In addition, the Company achieved a score of 95 on the Annual General Meeting (AGM) Checklist, as evaluated by the Thai Investors Association (TIA).

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. PRANEE PHASIPOL (Chairman of the audit committee)	6	/	6	6/6 (100.00%)
2 Ms. CHAOVANA VIWATPANACHATI (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Mrs. CHATTONG TIPPAYAKALIN (Member of the audit committee)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In 2025, the Audit Committee performed its duties in accordance with the authority and responsibilities delegated by the Board of Directors. The key aspects of its operations can be summarized as follows :

1. Review of Financial Reports

The Audit Committee reviewed the quarterly and annual financial statements of SCI Electric Public Company Limited and its subsidiaries for 2025 together with management, the Internal Audit Department, and the external auditor. The Committee focused on the accuracy, completeness, and reliability of financial information, significant accounting items, accounting estimates that may affect financial position and performance, investment monitoring, and changes in accounting policies and relevant financial reporting standards.

Based on the review, the Audit Committee concluded that the Company and its subsidiaries prepared and disclosed financial information accurately, completely, and in compliance with applicable laws, regulations, and accounting standards. The external auditor performed the audit independently and expressed an unqualified opinion on the financial statements.

2. Review of Related Party Transactions

The Audit Committee reviewed disclosures of related party transactions and transactions that may give rise to conflicts of interest to ensure that such transactions were reasonable, conducted under normal commercial terms, and in compliance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. No material irregularities were identified. All related party transactions were conducted in the ordinary course of business, were appropriate, and were disclosed transparently in accordance with the Company's corporate governance policies.

3. Review of Internal Control and Internal Audit Systems

The Audit Committee monitored the adequacy and effectiveness of internal control and internal audit systems across the Company and its subsidiaries, covering operations, resource utilization, asset safeguarding, error and fraud prevention, financial reporting reliability, and compliance with laws, regulations, and Company policies, including matters related to digital assets.

The Committee reviewed the performance of the Internal Audit Department, including its independence, adequacy of the annual audit plan, and execution of audit activities. Recommendations were provided to enhance audit processes in alignment with the Companys strategy and long term value creation.

The Committee also assessed staffing levels, competencies, and development of internal audit personnel, and encouraged the adoption of technology in audit activities. The annual internal control assessment based on the COSO framework indicated that the Companys internal control system was adequate and effective. Management cooperated in implementing improvements recommended by the Audit Committee and Internal Audit Department, reflecting the Companys commitment to strengthening internal control and corporate governance.

4. Appointment of External Auditor for 2025

The Audit Committee evaluated and selected the external auditor for 2025 based on qualifications, expertise, experience, past performance, independence, professional ethics, and compliance with auditor rotation requirements. The Committee recommended AST Master Co., Ltd., with Ms. Pakamon Laohareedilok, CPA No. 11499, as the external auditor for 2025, with an audit fee of THB 2,000,000. The Committee also reviewed the appropriateness of auditor appointments for the Companys subsidiaries both in Thailand and overseas.

5. Review of Financial Internal Controls

The Audit Committee reviewed the Companys financial internal control system together with the Accounting and Finance Departments, focusing on the accuracy and completeness of financial reporting, compliance with relevant financial reporting standards, and the structure and processes of financial internal controls.

The Committee concluded that the Companys financial internal control system was appropriately designed and effectively implemented.

6. Review of Risk Management

The Audit Committee reviewed the Companys risk management processes based on reports from the Risk Management Working Group, which identified and assessed internal and external risks, considering both likelihood and impact on the Companys objectives at operational and corporate levels. Appropriate risk mitigation measures were established. The Committee monitored quarterly progress of risk management implementation and recommended continuous monitoring and evaluation of risk mitigation measures. The Committee also encouraged diversification of business strategies to reduce exposure to external risks and emphasized systematic enterprise level risk management.

7. Meetings with the External Auditor Without Management

The Audit Committee held meetings with the external auditor without management present to allow open discussion on internal control matters, financial reporting, disclosures, and audit findings.

No significant irregularities were identified. The external auditor confirmed its independence and noted strong cooperation from management and employees. The Companys internal control system was assessed as adequate and appropriate.

8. Review of the Audit Committee and Internal

Audit Charters The Audit Committee reviewed its Charter to ensure that its duties and responsibilities remained complete, aligned with good corporate governance practices of the Stock Exchange of Thailand, and appropriate to the Companys business context.

The Committee also reviewed the Internal Audit Charter to ensure compliance with international internal audit standards. These reviews are conducted annually to reflect changes in governance practices and the business environment.

9. Review of Legal and Regulatory Compliance

The Audit Committee reviewed the Companys compliance with the Securities and Exchange Act, Stock Exchange of Thailand regulations, and other applicable laws and regulations, in coordination with the Company Secretary.

The Committee concluded that the Company operated in compliance with relevant laws and requirements.

10. Review of Anti Corruption Measures

The Audit Committee reviewed the Companys compliance with its Anti Corruption Policy and approved updates to ensure clarity and alignment with good governance practices.

The Committee also supported the enhancement of the Whistleblowing and Complaint Policy and its disclosure on the Companys website to enable stakeholders to report concerns appropriately and systematically.

11. Performance Evaluation of the Audit Committee

The Audit Committee conducted its annual self assessment to evaluate the adequacy and effectiveness of its performance in accordance with the Audit Committee Charter and the responsibilities assigned by the Board of Directors.

The 2025 evaluation confirmed that the Audit Committee performed its duties fully and appropriately.

Conclusion

Throughout 2025, the Audit Committee carried out its duties as defined in the Audit Committee Charter with independence, expertise, diligence, and sound judgment. The Committee provided constructive recommendations to support good corporate governance and safeguard the interests of all stakeholders.

The Audit Committee concluded that the Companys financial statements were accurate and reliable in all material respects, with adequate disclosures in accordance with applicable financial reporting standards. The Company operated with due regard to legal and regulatory compliance.

Mrs. Pranee Phasipol

Chairman of the Audit Committee

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. AUNADA PHRUTTINARAKORN (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mr. KRIANGKRAI PHEANVITAYASKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. THANAWAT YANISRANGKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. SIRICHAJ PHRUTTINARAKORN (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. VICHAI YANISRANGKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mrs. Wanida Phrutinarakorn (Member of the executive committee)	11	/	12	11/12 (91.67%)
7 Ms. Pornpip Asavachatchanchai (Member of the executive committee)	12	/	12	12/12 (100.00%)
8 Mr. Phanuphan Jesrichai (Member of the executive committee)	12	/	12	12/12 (100.00%)
9 Ms. Orapid Pheanvitayaskul (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(99.07%)

The results of duty performance of Executive Committee

In 2025, the Executive Committee performed its duties within the scope of its authority, roles, and responsibilities as follows:

- Managed the Company's day-to-day operations and general administrative matters in accordance with its objectives, articles of association, policies, and resolutions of the Board of Directors.
- Reviewed the vision, goals, and strategies of the Company and the Group, including the preparation of the annual budget, for submission to the Board of Directors for consideration and approval.
- Considered various agenda items prior to seeking approval from the Board of Directors, such as new investment projects that exceed the approval authority of the Executive Committee.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company recognizes the risks and opportunities arising from various factors of change, including shifting customer expectations, increasing investor focus on ESG (Environmental, Social, Governance) aspects, expectations of stakeholders regarding social and environmental responsibility of product owners, as well as employee expectations for fair labor practices and recognition.

The company has therefore established a policy to guide business operations in managing business processes to promote sustainable development and growth within the framework of sustainable development guidelines in three areas: Environment, Social, and Corporate Governance (ESG) as follows:

- Conducting business with integrity, adhering strictly to legal and trade requirements, promoting transparency in organizational management aligned with international standards, including supporting anti-corruption efforts, preventing conflicts of interest, and responsibly using power for maximum benefit to stakeholders.
- Promoting the practice of human rights through business activities in accordance with the Universal Declaration of Human Rights (UDHR) and the International Labour Organizations Declaration on Fundamental Principles and Rights at Work.
- Managing human resources fairly, prioritizing workforce development and ensuring occupational safety, health, and environmental conditions for employees, partners, and stakeholders to prevent loss of life, property, injuries, or illnesses resulting from work, thereby driving organizational efficiency.

Committing to responsible business conduct with customers and partners, emphasizing safety, quality, and mutual assistance with trust and stringent data privacy.

- Promoting innovation responsibly towards society and the environment to enhance efficiency and effectiveness, creating value for the organization and stakeholders.
- Emphasizing climate change adaptation by promoting efficient resource utilization, controlling and reducing greenhouse gas emissions, as well as air, water, and soil pollution, in line with national and global social policies.
- Contributing to community and societal economic development, supporting local employment, participating in activities for public benefit, fostering a sense of collective responsibility among employees, and promoting positive social contributions.

Sustainability management goals

Does the company set sustainability management : Yes
goals

The Company has established both short-term (13 years) and long-term (35 years) sustainability targets covering all three ESG dimensions: Environmental, Social, and Governance, as follows:

Short-Term Targets

Environmental :

- Reduce total energy consumption from purchased electricity, oil, and fuel
- Reduce greenhouse gas (GHG) emissions in Scope 1 and Scope 2
- Reduce net water consumption
- Increase the reuse and recycling of both hazardous and non-hazardous waste

Human Rights and Labor Practices :

- Conduct human rights risk assessments related to the Company's operations and its suppliers

- Strengthen employee engagement, with targets to increase employee engagement scores annually and reduce employee turnover rates

Human Capital Development : Ensure all employees receive training and skill development necessary for their roles

Corporate Governance : Achieve an Excellent (5-star) rating in the Corporate Governance Report (CGR) assessment

Long-Term Targets

Environmental : Reduce greenhouse gas (GHG) emissions in Scope 3

Supply Chain Management : Ensure that 50% of suppliers undergo ESG assessments

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action

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

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

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

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

The Company reviews its sustainability policy on an annual basis and regularly reviews related measures and initiatives on a quarterly basis to ensure the achievement of its established targets.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company places importance on stakeholder management throughout its business value chain. It analyzes the needs of both direct and indirect stakeholders and regularly reviews information obtained through various engagement channels.

The Company has categorized stakeholders into six groups based on its business activities: employees, customers, suppliers/business partners and competitors, surrounding communities, government/regulatory authorities, and shareholders.

Managing Impacts on Stakeholders Across the Value Chain

Procurement and Sourcing

- Conduct procurement activities efficiently and effectively in accordance with established criteria, ensuring transparency by considering quality, price, quantity, service level, and delivery speed, while also taking into account social and environmental responsibility.
- Procure goods and services from suppliers that do not negatively impact the environment, occupational health, or safety.
- Enhance supplier capabilities by establishing clear guidelines, while simultaneously monitoring performance to ensure compliance with appropriate standards and management processes.

Advertising and Pricing Policy

- Provide accurate, sufficient, and truthful information about products and services to ensure that customers have enough data for informed decision-making.

- Do not support any actions that infringe on intellectual property rights.
- Operate within the framework of fair competition, promoting free and open trade, while avoiding favoritism or collusion.
- Treat competitors fairly and ethically, refraining from any attempts to damage their reputation through false accusations.

Design and Manufacturing Process

- Control product design and manufacturing to meet quality, regulatory, and international management standards, including environmental, occupational health, and safety aspects, such as ISO 9001, ISO 14001, and ISO 45001.
- Develop eco-friendly and safe products and services to enhance business value and maximize customer benefits. Utilize resources efficiently, such as water and energy, to maximize value while preventing pollution and minimizing harm to the environment, biodiversity, and society.
- Promote the use of renewable energy and continuously develop innovations and technologies.
- Manage waste in the production process by following the 3R principles (Reduce, Reuse, and Recycle).

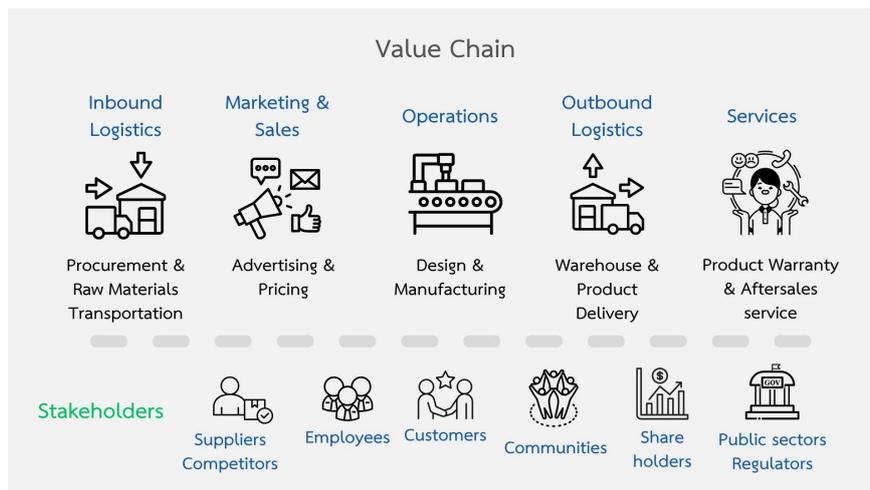
Warehouse and Logistics

- Maintain and deliver high-quality products that meet customer requirements and standards.
- Ensure hygiene control and implement safety measures in both company and customer premises.
- Utilize existing technologies and new innovations to promote environmental, social, and governance (ESG) benefits, such as enforcing safe driving discipline for drivers and efficient fuel and energy management.

Product Warranty and After-Sales Service

- Strictly adhere to product warranty terms as per contract agreements.
- Provide ongoing support and assistance to customers after purchasing products or using services.
- Offer comprehensive guidance on product and service usage, including installation support and troubleshooting, to help customers maximize efficiency and usability.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain⁽⁴⁾

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Job security - Fair and competitive compensation and benefits - Safe and healthy working conditions - Participation and opportunities to express opinions - Access to training and career development opportunities - Respect for fundamental human rights 	<ul style="list-style-type: none"> - Fair compensation and comprehensive welfare benefits - Occupational health and environmental management in accordance with ISO 45001 and ISO 14001 standards - Training and skill development for relevant job positions in line with the annual training plan - Employee opinion and satisfaction surveys - Human rights policy and guidelines for employee treatment 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Organizing internal activities on important occasions, Suggestion programs and feedback activities
<u>External stakeholders</u>			

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"> - Good-quality and safe products - Obtain transparent, accurate, and non-misleading information - Have accessible channels for communication, feedback, and complaints - Strictly and appropriately comply with contractual terms and agreed conditions - Ensure confidentiality and protection of personal and sensitive information from leakage 	<ul style="list-style-type: none"> - Control product manufacturing processes to ensure quality and safety - Establish processes and channels for customers to submit complaints regarding product and service quality and safety - Business Code of Conduct - Personal Data Protection Policy 	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers • Business partners 	<ul style="list-style-type: none"> - Compliance with contractual terms and agreed conditions - Transparent and fair supplier selection and evaluation process - Established communication channels for feedback, comments, and complaints 	<ul style="list-style-type: none"> - Business Code of Conduct - Supplier selection manual and guidelines - Established grievance mechanisms and complaint channels 	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Supplier Development and Supplier Assessment
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> - No discharge of waste or creation of pollution, such as dust, smoke, or noise - Accessible channels for communication, feedback, and complaints - Support for community activities - Job creation and livelihood opportunities for community members 	<ul style="list-style-type: none"> - Occupational health and environmental management in accordance with ISO 45001 and ISO 14001 standards - Established communication and grievance channels for community concerns - Community engagement activities 	<ul style="list-style-type: none"> • Social Event • Complaint Reception • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> - Provision of accurate information and reporting - Compliance with applicable laws and regulations - Reduction of greenhouse gas emissions - Support for activities that benefit communities, society, and the environment - Promotion and protection of human rights throughout the value chain 	<ul style="list-style-type: none"> - Corporate governance - Strict compliance with applicable laws and regulations - Occupational health, safety, and environmental management in accordance with ISO 45001 and ISO 14001 - Development of innovative production processes and systems to help reduce greenhouse gas emissions from operations - Human Rights Policy 	<ul style="list-style-type: none"> • Social Event • External Meeting • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> -Sustainable returns and growth - Transparent management with full accountability at every stage - Protection of personal data from leakage - Protection of shareholders rights 	<ul style="list-style-type: none"> - Conducting business in accordance with the Code of Conduct and good corporate governance principles - Complying with the regulations and requirements of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). - Personal Data Protection Policy - Establishing processes and channels for complaints and whistleblowing 	<ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Investor Relations Activities

Diagram of the stakeholder analysis in the business value chain

Significant issues		Impacts (Positive and Negative)	Stakeholders	E	S	ECO + GOV
1	Greenhouse Gas emissions Reduction	Company reputation / image Revenue from new business opportunities Opportunities to obtain Green Loans from financial institutions Benefits to environment and social Requires investment	Government & Regulator / Shareholder & Investor / Employee / Supplier	x		x
2	Environmental management	Company reputation / image Good relationship with surrounding communities	Employee / Customer / Supplier / Government & Regulator / Surrounding communities	x	x	x
3	Energy consumption efficiency	Cost reduction Reducing greenhouse gas emissions from mixed energy use.	Customer / Supplier / Shareholder & Investor	x		x
4	Occupational health & Safety in working environmental	Reduce the risk of loss, injury, and illness from work operations Workplace accidents reduction Company reputation / image	Employee / Supplier		x	
5	Human resources development and Human rights	Turn over reduction Improve working efficiency Attract and retain employees Create a competitive advantage	Employee / Customer		x	x
6	Communities relation	Company reputation / image Acception from communities	Surrounding communities		x	
7	Supply chain management	Reduce the risk of operational disruptions Receive quality products and raw materials Cost reduction	Supplier		x	x
8	Customers relationship management	Customer Satisfaction Attract new customers Growth revenue	Customer		x	x
9	Cyber security and Personal data protection	Prevent data leaks Company reputation / image Reduce the risk of operational disruptions	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x
10	Innovation	Revenue growth from leveraging innovation to develop new products Prevent the risk of disruption from new market entrants Challenges or risks of failure	Employee / Customer / Supplier / Shareholder & Investor			x
11	Governance and business ethics	Company reputation / image Build investor confidence	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x
12	Crisis risk management	Emerging risks impacting business operations Reduce the risk of operational disruptions	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x

Remark: ⁽⁴⁾ As Attached photo

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : No
sustainability materiality topics

Details of organization's material sustainability topics ⁽⁵⁾

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Greenhouse Gas emissions Reduction	<ul style="list-style-type: none"> • Greenhouse Gas Management
Environmental management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management
Energy consumption efficiency	<ul style="list-style-type: none"> • Energy Management
Occupational health & Safety in working environments	<ul style="list-style-type: none"> • Human Rights
Human resources development and Human rights	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Communities relation	<ul style="list-style-type: none"> • Community / Social Responsibility
Supply chain management	<ul style="list-style-type: none"> • Sustainable Supply Chain Management
Customers relationship management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Cyber security and Personal data protection	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management
Innovation	<ul style="list-style-type: none"> • Innovation Development
Governance and business ethics	<ul style="list-style-type: none"> • Good Governance
Crisis risk management	<ul style="list-style-type: none"> • Sustainability Risk Management • Others : Emerging Risks

Diagram of organizations material sustainability topics

Significant issues		Impacts (Positive and Negative)	Stakeholders	E	S	ECO + GOV
1	Greenhouse Gas emissions Reduction	Company reputation / image Revenue from new business opportunities Opportunities to obtain Green Loans from financial institutions Benefits to environment and social Requires investment	Government & Regulator / Shareholder & Investor / Employee / Supplier	x		x
2	Environmental management	Company reputation / image Good relationship with surrounding communities	Employee / Customer / Supplier / Government & Regulator / Surrounding communities	x	x	x
3	Energy consumption efficiency	Cost reduction Reducing greenhouse gas emissions from mixed energy use.	Customer / Supplier / Shareholder & Investor	x		x
4	Occupational health & Safety in working environmental	Reduce the risk of loss, injury, and illness from work operations Workplace accidents reduction Company reputation / image	Employee / Supplier		x	
5	Human resources development and Human rights	Turn over reduction Improve working efficiency Attract and retain employees Create a competitive advantage.	Employee / Customer		x	x
6	Communities relation	Company reputation / image Acceptance from communities	Surrounding communities		x	
7	Supply chain management	Reduce the risk of operational disruptions Receive quality products and raw materials Cost reduction	Supplier		x	x
8	Customers relationship management	Customer Satisfaction Attract new customers Growth revenue	Customer		x	x
9	Cyber security and Personal data protection	Prevent data leaks Company reputation / image Reduce the risk of operational disruptions	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x
10	Innovation	Revenue growth from leveraging innovation to develop new products Prevent the risk of disruption from new market entrants Challenges or risks of failure	Employee / Customer / Supplier / Shareholder & Investor			x
11	Governance and business ethics	Company reputation / image Build investor confidence	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x
12	Crisis risk management	Emerging risks impacting business operations Reduce the risk of operational disruptions	Employee / Customer / Supplier / Government & Regulator / Shareholder & Investor			x

Significant issues and impacts

Remark: ⁽⁵⁾ Company Significant issues (As Attached photo)

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : Others : SET standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

SCI Electric Public Company Limited and its group of companies (the Company) have continuously developed their management practices to ensure sustainable organizational growth. The Company strives to operate with transparency and accountability, strengthen its business stability, and generate returns for its shareholders. To achieve these objectives, the Company has emphasized risk management as a key framework for governance and has implemented it throughout the organization.

The Company has established a Risk Management Committee to oversee enterprise risk management in a systematic manner, in compliance with applicable laws, the COSO framework, and the international management standards ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.

In addition to operational risk management, the Company places great importance on sustainability risk management, which is overseen by the Corporate Governance and Sustainability Committee. This committee is responsible for assessing and reviewing sustainability-related risks in three key areas: environmental, social, and corporate governance (ESG) aspects.

The Company has established its Risk Management Policy as follows :

- Risk management is a core process in decision-making across four key areas: strategic, operational, financial, and legal and regulatory aspects.
- Risk management is integrated throughout the entire organization.
- Risk management shall be emphasized, promoted, and supported through education, awareness, and clear operational guidelines.
- Risk management is the responsibility of all levels within the organization.
- Employees who identify significant risks or potential impacts on the organization must promptly report such risks to the responsible parties to ensure timely and appropriate risk mitigation.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from the dependence on unstable income derived from the projects

Related risk factors : Strategic Risk

- Government policy
- Policies or international agreements related

- to
- business operations
- Competition risk
- Economic risk

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

The Company faces various risk factors, including intensifying market competition, volatility in construction material costs, economic fluctuations, government policies that may influence energy investment trends, and international policies or agreements that could create potential barriers.

Risk-related consequences

The Companys revenue did not meet the target as planned.

Risk management measures

To mitigate the uncertainty of revenue, the Company has adjusted its strategies as follows:

- Expanded the scope of construction services to include electrical infrastructure development projects in urban and industrial areas.
- Increased the proportion of maintenance and system improvement projects, which provide more stable and recurring income.
- Participated in both public and private sector bidding for renewable energy projects, such as substations for solar power, wind power, and hydropower plants, and strengthened collaborations with business partners to enhance opportunities for customer base expansion and for securing higher-value projects.

Risk 2 Risk from the dependence on the main customers or less customers

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

The subsidiary companies (AG & SCIMT) generate revenue primarily from customers in the high-voltage transmission pole and telecommunication tower segments. For the high-voltage transmission pole and telecommunication tower businesses under the subsidiaries (AG & SCIMT), projects are obtained from main contractors who have successfully secured tenders from government agencies, such as the Electricity Generating Authority of Thailand (EGAT), the Provincial Electricity Authority (PEA), and the Metropolitan Electricity Authority (MEA), or directly from telecommunication service providers, such as TRUE, DTAC, and AIS. The high-voltage transmission pole segment largely depends on government project tenders announced each year. As these projects are typically large-scale, the number of customers in this segment tends to be limited annually. In contrast, the telecommunication tower segment involves a greater number of main contractors, resulting in a more diversified customer base among telecommunication tower manufacturers.

Risk-related consequences

The Companys revenue did not meet the target as planned, mainly due to certain key clients who either did not secure new projects from the bidding process or obtained projects but did not assign work to the Company. In addition, government policies related to the expansion of power generation capacity and the development of telecommunication towers by concessionaires have affected overall market activity. The Electricity Generating Authority

of Thailand (EGAT) has also delayed several project tenders, partly due to planning adjustments and price restructuring, resulting in postponements of new project bids from late 2024 to early 2025. To mitigate the impact, the Company is actively following up and accelerating the completion of previously awarded projects to recognize revenue as scheduled.

For the telecommunications segment, True and Dtac have not yet launched new tower construction projects. Current work primarily involves reinforcement of existing towers and relocation of towers from expired sites. Moreover, overlapping service areas between True and Dtac have further contributed to the delay in the development of new tower construction projects.

Risk management measures

Focusing on railway bridge fabrication projects to compensate for the slowdown in the electrical and communication industries, as part of the Companys strategy to mitigate revenue uncertainty.

Risk 3 Risk from the main raw material's price fluctuates following the sale and purchase price of the global market price

Related risk factors :

Operational Risk

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

Financial Risk

- Income volatility

ESG risk factors : No

Risk characteristics

The key raw materials used in the production processes of the Company and its subsidiaries including electrical control cabinets, cable trays, and steel structures or poles are steel sheets, steel angles, and zinc ingots. Steel and zinc ingots together account for approximately 7080% of the total raw material purchases. The Company sources all steel and zinc materials solely from domestic suppliers. However, the prices of steel and zinc ingots fluctuate in accordance with global market prices. Consequently, price volatility in steel and zinc directly affects the Companys revenue, cost structure, and net profit margin, particularly in cases where the Company is unable to adjust its product prices in line with rising raw material costs. Moreover, the global economic situation, impacted by the ongoing conflict in Ukraine, has driven energy costs higher, thereby influencing production costs across multiple sectors. The domestic market for steel and zinc ingots is also highly concentrated, with a limited number of suppliers, giving them greater bargaining power over buyers. The majority of the Companys business, particularly in the steel structure segment, operates under fixed-price contracts, where the service price is determined at the time of bidding or project award and remains unchanged until completion. During such periods, fluctuations or increases in steel and other material prices can therefore lead to higher project costs and pressure on profit margins.

Risk-related consequences

Higher costs contributed to a decrease in both revenue and the Companys net profit margin.

Risk management measures

- Negotiates and agrees on purchase prices with suppliers prior to submitting bids to customers, ensuring that the agreed prices cover the entire production and delivery period. The Company also consolidates purchase volumes from multiple projects to place bulk orders at once, thereby enhancing its purchasing power and negotiation leverage.

- Sets its selling prices with a profit margin sufficient to absorb potential fluctuations in raw material prices. In cases where steel prices show a continuing upward trend, the Company will consider adjusting its selling prices accordingly to reflect higher material costs.
- Closely monitors steel prices to forecast market conditions, price trends, and steel demand both domestically and internationally. To minimize inventory risks, the Company and its subsidiaries maintain the lowest possible steel stock levels, leveraging their experience and strong relationships with steel suppliers to make informed purchasing and production planning decisions.

Risk 4 Risk from the dependency on main raw material distributors and manufactures

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

ESG risk factors : Yes

Risk characteristics

The Company sources steel materials from a limited number of suppliers, approximately three to four in total. In the event that these suppliers are unable to supply steel as scheduled, the Company's production activities may be disrupted, potentially impacting project timelines and overall operational efficiency.

Risk-related consequences

Operational disruption.

Risk management measures

Closely monitor the situation and plan raw material procurement in advance.

Risk 5 Risk from the Political Situation in Myanmar

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations
- Business operations of partners in the supply chain

Compliance Risk

- Laws and regulations is not favorable for doing business

Financial Risk

- Liquidity risk
- Income volatility

ESG risk factors : Yes

Risk characteristics

The Company's factory operations in Myanmar have been temporarily suspended.

Risk-related consequences

No operating income and outstanding bank loan obligations.

Risk management measures

The Company continues to closely monitor the situation for signs of improvement in government investment activities and seeks potential partners for future collaboration.

Risk 6 Risk from insufficient working capital in the project

Related risk factors :

Financial Risk

- Insufficient sources of funding
- Liquidity risk

ESG risk factors : No

Risk characteristics

The Company's project operations require a significant amount of working capital, particularly during the initial phase of each project, which involves expenses related to feasibility studies and the engagement of external consultants. Such expenses are incurred prior to project approval. In addition, for certain projects, the Company is required to advance payments for expenses in advance. If payments from customers are not received as scheduled or are delayed, this may adversely affect the Company's liquidity position and its cash utilization plans.

Risk-related consequences

Affect the Company's liquidity position and its cash utilization plans.

Risk management measures

The Company places significant emphasis on prudent advance cash flow planning, with a focus on maintaining an appropriate balance between cash inflows from customers and cash outflows to raw material suppliers and subcontractors, so that the timing of cash receipts and payments is aligned. In addition, the Company has arranged sufficient standby credit facilities to accommodate potential fluctuations in working capital, thereby ensuring the continuity of project operations.

Risk 7 Risk from foreign currency exchange rate fluctuation

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

ESG risk factors : No

Risk characteristics

The Group is exposed to foreign exchange risk arising from fluctuations in exchange rates, as a subsidiary engaged in electricity generation and distribution in the Lao Peoples Democratic Republic derives its principal revenue in United States dollars and also has outstanding United States dollar-denominated borrowings that are still under repayment.

Risk-related consequences

- Significant volatility in exchange rates may directly affect the recognition of revenues in the consolidated financial statements.
- Changes in exchange rates may result in unrealized foreign exchange gains or losses being recognized in the subsidiary's statement of profit or loss and in the Group's consolidated financial statements.

Risk management measures

The Company mitigates such risk by structuring the majority of its expenses in United States dollars, thereby achieving a natural hedge. In addition, the Company enters into forward foreign exchange contracts when deemed necessary.

Risk 8 Liquidity risk

Related risk factors :

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk

ESG risk factors : No

Risk characteristics

The Company is exposed to liquidity risk arising from its obligation to service debt on behalf of its subsidiary in Myanmar. Due to political unrest in the country, the subsidiary has temporarily suspended its operations and has been unable to generate sufficient funds to meet its debt repayment obligations. As a result, the Company, as the guarantor, has been required to assume the responsibility for repaying the borrowings during such period.

Risk-related consequences

Insufficient liquidity for operations

Risk management measures

In order to manage its debt obligations and maintain financial stability, the Company has entered into negotiations with its creditor banks to restructure the repayment terms. The revised terms, which have already been approved, include a reduction in interest rates and an extension of the principal repayment period. These measures have helped alleviate cash flow pressure and enabled the Company to manage its liquidity more effectively in line with the current circumstances.

Risk 9 The risks arising from changes in government policies due to climate change (Emerging Risk)

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

Climate change resulting from global warming has become one of the worlds most critical environmental issues, leading to an increased risk of natural disasters. In addition, stricter government regulations and standards have been introduced, such as those related to greenhouse gas emission reduction, along with changes in consumer behavior.

Risk-related consequences

Production costs, competitiveness, and various trade protection measures.

Risk management measures

The Company has implemented measures to reduce greenhouse gas emissions by establishing the Corporate Governance and Sustainability Committee, which is responsible for formulating and driving the Companys climate change policy. The Committee promotes and oversees various initiatives aimed at achieving the Companys greenhouse gas reduction targets, such as improving production efficiency, managing energy consumption, and adopting renewable energy sources. In addition, the Company continuously monitors performance, reviews strategies, and adjusts greenhouse gas reduction targets to ensure alignment with relevant laws and regulations.

Risk 10 Cybersecurity and Data Protection Risks (Emerging Risk)

Related risk factors : Strategic Risk

- Government policy
- Changes in technologies
- ESG risk

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

Information technology has become increasingly vital to business operations, resulting in a growing number of potential cyberattacks and cyber fraud incidents. These factors may lead to cybersecurity threats and pose significant risks to the Companys operations and data security.

Risk-related consequences

Disruptions in production systems or operations connected to the Internet, or leakage of personal data belonging to employees, business partners, or contracting parties, may occur and could significantly affect the Companys business operations and reputation.

Risk management measures

- The Company has established an information technology and computer usage policy that covers the efficient and effective use of information systems and networks, serving as a guideline for both the Company and its group companies.
- The Company actively monitors and remains vigilant against emerging cyber threats. Regular system testing, evaluation, and simulation of incident response and recovery plans are conducted to ensure proactive prevention and timely mitigation of potential incidents.
- Furthermore, the Company has implemented and announced a Personal Data Protection Policy to ensure proper governance and management of personal data with security, efficiency, and full compliance with the Personal Data Protection Act (PDPA) and other relevant laws and regulations.

Risk 11 Risk of trade barriers (Emerging Risk)

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations

Operational Risk

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

Financial Risk

- Income volatility

ESG risk factors : Yes

Risk characteristics

The outbreak of a trade war may result in higher import tariffs on goods from Thailand or on imported goods from foreign countries.

Risk-related consequences

This may affect the Companys revenue.

Risk management measures

- Closely monitor the situation on a regular basis.
- Seek new markets or new channels to increase revenue.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

The company is currently developing a Business Continuity Plan to align with the current situation and crisis conditions.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Supply Chain Management

The Company manages relationships with its suppliers by establishing the following supplier guidelines:

- Supplier selection must be conducted without discrimination and based on quality, service, and price.
- Comply strictly and appropriately with contracts or agreed terms and conditions.
- Neither request nor accept any improper or unethical benefits in business dealings.
- Build and maintain sustainable relationships with suppliers based on integrity and fairness.
- Treat business competitors in accordance with the principles of fair and ethical competition.
- Do not attempt to damage the reputation of competitors through false or unsubstantiated accusations.

In 2025, 100% of the procurement, quality assurance, and related departments of the Company and its subsidiaries received refresher training on supplier engagement guidelines.

Procurement Policy

The Company recognizes the importance of a transparent and fair procurement process and has therefore established a procurement policy with the following key principles:

- Conduct procurement efficiently and effectively in accordance with defined criteria, considering quality, price, quantity, service, and delivery timeliness, while also taking into account social and environmental responsibility.
- Carry out procurement in a transparent, fair, and auditable manner, and strictly comply with all applicable laws and regulations.
- Treat all suppliers and subcontractors fairly and equally, with supplier selection based on consistent criteria.
- Procure goods and services from suppliers that do not negatively impact the environment or occupational health and safety.
- Enforce a strict anti-corruption policy in all forms.

Supplier Development

The Company conducts annual site visits and evaluations of subcontractors with respect to quality and delivery performance, as well as initiatives to improve the quality of outsourced work. In addition, the Company regularly distributes its Suppliers Code of Conduct to suppliers for acknowledgment and signature each year.

In 2025, 91.8% of the Company's suppliers signed and agreed to comply with the Company's Code of Business Conduct, while 82.46% of suppliers of the Company's subsidiaries also signed and complied with the Code.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	76.77	91.80

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	105,238.00	0.00	0.00

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

In 2025, the company had no expenses for innovation development. However, it continued to renew various licenses to support technology and product quality.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from innovation development?

	2023	2024	2025
The number of new products has increased. (Type)	0.00	1.00	0.00

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