



# Corporate Governance

The Board of Directors of the SCB X Public Company Limited (“the Board”) prioritizes the governance of portfolio companies to enhance the effectiveness and standards of all companies in the Group in terms of their management systems, corporate governance, code of conduct, business strategies, business plans and risk management while efficiently steering the business direction of subsidiaries and associate companies and monitoring the performance of the portfolio companies for the best benefit of the Company.

## 1. Corporate Governance Policy

### 1.1 Overview of Corporate Governance Policy and Guidelines

The Board has assigned the Nomination, Compensation and Corporate Governance Committee (“the NCCG Committee”) to formulate the Corporate Governance Policy based on laws, stipulations governing corporate governance principles of financial institutions, the Corporate Governance Code for Listed Companies, and internationally recognized corporate governance standards, such as the Dow Jones Sustainability Indices, Corporate Governance Report of Thai Listed Companies, and ASEAN Corporate Governance Scorecard (ACGS), and to monitor compliance therewith. The NCCG Committee is also responsible for regularly reviewing and updating policy at least annually to ensure alignment with the aforementioned principles and standards and to support the Company’s business and social sustainability objectives. The Company’s Corporate Governance Policy and guidelines address various issues relating to the Board, shareholders and stakeholders, and are supportive of the vision of the Company to be “The Most Admired Regional Financial Technology Group” and its mission to make finance simple, accessible and affordable for all through the power of technology and innovation, with a view to achieving sustainable growth and returns.

The Company, as the parent company of the SCBX Group, is committed to strengthening group-wide governance and thus has set forth the subsidiaries governance policy, which provides direct and indirect methods, measures and mechanisms that will contribute to the Company’s effectiveness and success in supervising and stewarding the operations of all companies in the SCBX Group toward effective management, transparency and auditability. The policy will also empower the Company to efficiently direct the businesses in which it has invested or will invest in the future while protecting the Company’s benefits and interests by requiring that, among others, all transactions and actions of subsidiaries and/or associates be approved by the Company’s Board of Directors or shareholders (as applicable).

- **Policies and Practices Relating to the Board**

The Company has established the Corporate Governance Policy to ensure transparent and fair business operations, covering aspects such as enumeration of the authority, roles, duties and responsibilities of the Board; Board meetings; composition of the Board; term of office of directors; nomination and election of directors; director onboarding; director development; positions of directors and senior executives in other companies/entities; composition, roles and duties of the Board committees; segregation of positions between the Board Chairman and the Chief Executive Officer; remuneration of directors and executives; performance evaluation of the Board and executives; succession planning for key positions; and functions of the Company Secretary.

- **Policies and Practices Relating to Shareholders and Stakeholders**

- **Treatment of Stakeholders:** The Company recognizes the rights of all stakeholders, i.e., shareholders, customers, employees, business partners, competitors, creditors, suppliers, society, communities and the environment. This awareness underpins the Company’s vision and codes of conduct, emphasizing the Company’s commitment to ensuring that each group of stakeholders can fully enjoy and exercise their rights based on the principle of fairness for sustainable growth among all. Stakeholders can directly contact the relevant units of the Company and raise suggestions, comment or make complaints to the Board and the management of the Company via the multiple channels provided.



- o **Equitable Treatment of Shareholders:** The Company treats all shareholders equally in terms of their basic rights, rights related to shareholder meetings, and dividend entitlements.
- o **Disclosure and Transparency:** The Company sets forth a disclosure policy to ensure that its disclosures to shareholders and all groups of stakeholders are complete, appropriate, fair, and timely; and to control disclosures of confidential information and information that could affect the Company's share price.
- **Internal Controls:** The Company implements internal controls in relation to, for example, prevention against the use of inside information by directors, executives and employees; connected transactions and conflicts of interest; reporting of conflicts of interest of directors and persons with management authority; and the Anti-Corruption and Bribery Policy, which has been approved by the Board.

Details about the Company's Corporate Governance Policy are available at [www.scbx.com](http://www.scbx.com) in section "About SCBX > Corporate Governance > Corporate Governance Documents > Corporate Governance Policy".

## 1.2 Code of Business Conduct

The Board has approved the Codes of Conduct of the SCBX Group which encompass the Code of Business Conduct and the Code of Conduct for Directors, Executives and Employees that must be complied with by all directors, executives and employees.

Under its **Code of Business Conduct**, the Company prioritizes and monitors the following aspects: 1) compliance with business ethics; 2) strengthening trust of customers and stakeholders through service standards; 3) providing resources to all employees in support of their performance efficiency; 4) customer centricity and responsible treatment of customers demonstrated through, among others, the Company's business operations, which are intended to offer quality and fair financial services in accordance with the Bank of Thailand's Market Conduct; sustainable customer relationships, and offering of products and services that are suitable for customers in light of their needs and capabilities; 5) implementing measures to manage conflicts of interest in the course of business operations; 6) prioritizing the confidentiality and management of information of the Company and its customers, employees and business partners through the adoption of rigorous information management practices; 7) operating businesses in strict compliance with relevant laws, regulations, the Company's policies and rules, and corporate governance principles; 8) operating businesses efficiently and sustainably; and 9) conducting business responsibly to the society as a whole, ensuring safety, and protecting the environment.

Furthermore, the Company's **Code of Conduct for Directors, Executives and Employees** provides ethical standards governing: 1) corporate governance, 2) protecting the Company's interest, image, honor, reputation and virtue, 3) conflicts of interest, 4) information integrity, 5) information confidentiality, 6) insider trading, 7) anti-money laundering and combating the financing of terrorism and proliferation of weapons of mass destruction, 8) anti-corruption and bribery, 9) gambling, alcohol and drugs, 10) giving and receiving gifts and entertainment, 11) corporate assets, 12) outside employment or other commercial activities, 13) harassment in all forms, and 14) receiving complaints or corruption issues, including violations of regulations, rules, and code of conduct (Whistleblower).

The Code of Business Conduct and the Code of Conduct for Directors, Executives and Employees are regularly reviewed by the Board. Details about the Codes of Conduct of the SCBX Group are available at [www.scbx.com](http://www.scbx.com) in section "About SCBX>Corporate Governance> Corporate Governance Documents>SCBX Group Code of Conduct".

In 2025, the Company had no breach related to its ethical standards and codes of conduct.

### 1.3 Major Changes and Developments in Corporate Governance Policy, Practices and Systems in 2025

The Board reviewed its charter and key policies that are related to the corporate governance practices of the Company and other companies in the SCBX Group, including amendment to the conflict-of-interest prevention section of the corporate governance practices policy, in pursuit of the highest standard of group-wide supervision and governance.

The Company aims to adhere to both national and international corporate governance standards. However, certain practices of the Company as specified below, diverge from the 2017 Corporate Governance Code for Listed Company (CG Code) announced by the Securities and Exchange Commission (SEC) and the corporate governance principles stipulated by the Thai Institute of Directors Association (IOD), the Company has practices that differ from these criteria in some matters as detailed below:

**1) The Board should have an appropriate number of members ranging from five to twelve.**

As of December 31, 2025, the Board consisted of 16 members. The Company views that the number is appropriate, considering the nature and growing size of the Company's business and the complexity of the Board's responsibilities, especially in relation to the oversight of companies and businesses in the Company's wide-ranging portfolios. Given a rapid technological change, it is necessary for the Company to have directors with diverse experience, knowledge and expertise in various fields so that the Board can effectively perform its duties.

**2) Disclosed information on the shareholding structure should clearly specify the actual owners of the Company's shares.**

The Company's shareholders include nominee companies serving as custodians for foreign investors. Such appointments of nominee companies as custodians are considered normal practice and are beyond the Company's control.

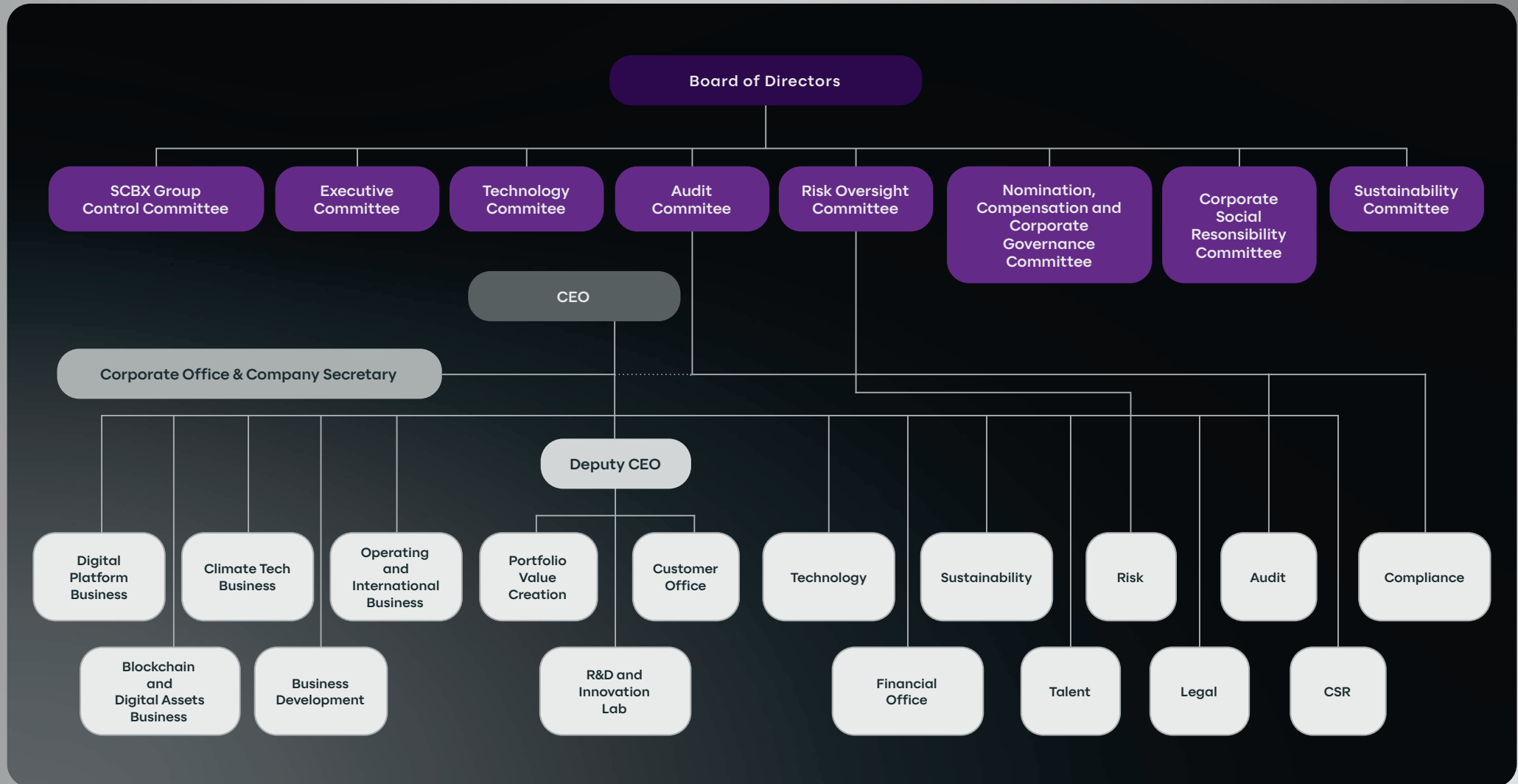
Furthermore, in 2025, the Company received the following assessments regarding good corporate governance:

- A 5-star "Excellence" rating in the 2025 Thai Listed Companies Corporate Governance Survey from the Thai Institute of Directors Association (IOD).
- The ASEAN Asset Class 2024 award from the ASEAN CG Scorecard (ACGS) assessment of corporate governance of listed companies in the ASEAN region from the ASEAN Capital Market Forum (ACMF).
- A perfect score of 100 in the 2025 Annual General Meeting of Shareholders quality assessment from the Thai Investors Association, in collaboration with the Securities and Exchange Commission and the Thai Listed Companies Association.

## 2. Corporate Governance, Important Information about the Board, the Board Committees, Executives and Employees, and Other Information

### 2.1 Corporate Governance Structure of the Company

The Board structure and the management structure of the Company are clearly defined and promote the balance of power and auditability. The Board oversees and monitors the management's implementation of the Company's policies, plans, and strategies, as well as ensures the segregation of roles, duties and responsibilities between the Board and the management. Furthermore, the Board has appointed the Board committees and delegated responsibilities as deemed appropriate to oversee specific areas and to assist the Board in reviewing significant matters. The Chief Executive Officer is the highest-ranking executive of the Company.





## 2.2 Board of Directors

### Board Composition

As of December 31, 2025, the Company had 16 directors, whereby eight of them were independent directors and four of them were women. The Board composition is characterized by diversity in terms of gender, nationality, race, age, education, professional experience, skills, knowledge, and other key attributes. Directors possess skills, knowledge and expertise in specialized fields that are relevant to the Company's business.

**\*Remark:**

- The definition of "independent director" shall be as specified in the Bank of Thailand's Notification No. SorNorSor. 10/2561 re: Corporate Governance of Financial Institutions and the Capital Market Supervisory Board's Notification No. Tor.Jor. 39/2559 re: Application and Approval for Offering of Newly Issued Shares, and/or their amendments (if any).
- The Company currently has four female directors, representing 25% of the Board composition. This proportion is below the 30% threshold prescribed by the Corporate Governance Report (CGR) guidelines for Thai listed companies issued by the Thai Institute of Directors Association.

### List of Directors (As of December 31, 2025)

	Name	Position	Date of appointment	Number of years in directorship
1.	Air Chief Marshal Satitpong Sukvimol	- Director - Member of the Corporate Social Responsibility Committee - Advisory Chairman of the Board of Directors	September 15, 2021	4 years 3 months
2.	Police Colonel Thumnithi Wanichthanom	- Chairman of the Board - Chairman of the SCBX Group Control Committee - Chairman of the Corporate Social Responsibility Committee - Member of the Executive Committee - Member of the Nomination, Compensation and Corporate Governance Committee	September 15, 2021	4 years 3 months
3.	Mr. Prasan Chuaphanich	- Vice Chairman of the Board - Chairman of the Executive Committee - Member of the SCBX Group Control Committee - Member of the Nomination, Compensation and Corporate Governance Committee	September 15, 2021 (disqualified as an Independent Director on April 4, 2022)	4 years 3 months
4.	Mr. Winid Silamongkol	- Independent Director - Chairman of the Audit Committee (possessing knowledge and experience required for reviewing the reliability of financial statements)	April 12, 2022	3 years 8 months
5.	Mr. Pailin Chuchottaworn	- Independent Director - Chairman of the Nomination, Compensation and Corporate Governance Committee - Chairman of the Technology Committee - Member of the SCBX Group Control Committee - Member of the Executive Committee	September 15, 2021	4 years 3 months



	Name	Position	Date of appointment	Number of years in directorship
6.	Mrs. Kulpatra Sirodom	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Chairman of the Risk Oversight Committee</li> <li>- Member of the Audit Committee (possessing knowledge and experience required for reviewing the reliability of financial statements)</li> <li>- Member of the Sustainability Committee</li> <li>- Member of the Corporate Social Responsibility Committee</li> </ul>	June 1, 2022	3 years 6 months
7.	Mr. Veerathai Santiprabhob	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Chairman of the Sustainability Committee</li> <li>- Member of the Technology Committee</li> </ul>	September 17, 2024	1 year 3 months
8.	Mr. Kan Trakulhoon	<ul style="list-style-type: none"> <li>- Director</li> <li>- Member of the SCBX Group Control Committee</li> <li>- Member of the Nomination, Compensation and Corporate Governance Committee</li> </ul>	September 15, 2021 (disqualified as Independent Director on April 4, 2025)	4 years 3 months
9.	Miss Jareeporn Jarukornsakul	<ul style="list-style-type: none"> <li>- Director</li> <li>- Member of the SCBX Group Control Committee</li> <li>- Member of the Executive Committee</li> <li>- Member of the Nomination, Compensation and Corporate Governance Committee</li> </ul>	September 15, 2021	4 years 3 months
10.	Mr. Apisak Tantivorawong	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the SCBX Group Control Committee</li> <li>- Member of the Executive Committee</li> </ul>	April 12, 2022	3 years 8 months
11.	Mr. Chairat Panthuraamphorn	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the Corporate Social Responsibility Committee</li> </ul>	April 12, 2022	3 years 8 months
12.	Mrs. Nuntawan Sakuntanaga	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the Audit Committee (possessing knowledge and experience required for reviewing the reliability of financial statements)</li> </ul>	June 1, 2022	3 years 6 months



	Name	Position	Date of appointment	Number of years in directorship
13.	Miss Kulaya Tantitemit	- Director - Member of the Risk Oversight Committee - Member of the Corporate Social Responsibility Committee	January 18, 2023	3 years
14.	Mr. Tibordee Wattanakul	- Director - Member of the Risk Oversight Committee - Member of the Sustainability Committee	December 25, 2023	2 years
15.	Mr. Komkrit Kietduriyakul*	- Independent Director - Member of the Risk Oversight Committee	April 4, 2025	9 months
16.	Mr. Arthid Nanthawithaya	- Director - Member of the SCBX Group Control Committee - Member of the Executive Committee - Member of the Risk Oversight Committee - Member of the Technology Committee - Chief Executive Officer	September 15, 2021	4 years 3 months

\*Remark: The 2025 Annual General Meeting of Shareholders on April 4, 2025 approved the appointment of Mr. Komkrit Kietduriyakul as an independent director in replacement of Mr. Thaweesak Koanantakool.

### Board Skills Matrix (As of December 31, 2025)

The Board has at least one director specializing in each aspect of the Board skills matrix as summarized below.

Specialized knowledge and expertise	Total
<b>Knowledge, expertise, or experience in macro-level management</b>	
Organizational management/human resources management	12
Strategic planning	13
Risk Management	12
<b>Knowledge, expertise, or experience specific to the Company's business</b>	
Technology	6
Investment and new business development	9
Offshore investment and business management	7
Accounting and finance	8
Economics	9
Laws and regulations	7
<b>Knowledge, expertise, or experience in other fields</b>	
Corporate Governance	16
Sustainability (ESG)	14
Experience in large organization management	10



## Segregation of Positions between Chairman of the Board and Chief Executive Officer

**Chairman of the Board** – Pursuant to the Company's Corporate Governance Policy, the Chairman of the Board must be an independent director or a non-executive director. The Chairman of the Board is not involved in the Company's routine management. This conforms to the principle of segregation of policymaking and oversight duties from those in operational management. The key roles and responsibilities of the Chairman of the Board are: to oversee the Board's adherence to the corporate governance principles and established policies; to ensure that Board meetings are conducted effectively and matters that are essential to the Company's operations and/or performance are placed on the meeting agenda; to allocate sufficient time for the management to present clear and timely information; to allow attending Board members to fully voice their opinions and ask questions; and to ensure that Board resolutions are clear and the meeting minutes are complete and accurate. The Chairman of the Board also presides over the shareholders' meetings. The Chairman has another key responsibility to promote collaboration among the Board of Directors, the management team, and the Company Secretary to ensure effective coordination and seamless cooperation across all parties. Furthermore, the Chairman has a role to promote the good corporate governance of the SCBX Group by holding regular discussions on key matters with the Chairpersons of the Group companies.

**Chief Executive Officer** – The Chief Executive Officer is the Company's top-ranking executive who is chiefly responsible for directing and driving the businesses and operations of the Company and the SCBX Group toward the policies, strategies and goals as set forth by the Board; recommending alternatives and strategies that are fit for the evolving business environment to achieve sustainable growth; considering and approving matters according to the Company's regulations and as assigned by the Board and/or the Board committees. The Chief Executive Officer also assumes the key responsibility in building corporate culture.

## Duties and Roles of the Board

The Board is committed to pursuing the highest standards of ethics. The Board has the authority, duties, and responsibilities to manage the Company in accordance with the objectives specified by law, the Company's Articles of Association, and the resolutions of the Board and shareholders' meetings. It is also responsible for ensuring that the Company has in place effective control, supervision and audit mechanisms and for continuously monitoring of the Company's business operations within the frameworks of ethics, transparency and responsibility toward all stakeholders in accordance with the corporate governance principles. The Board is in charge of setting vision, mission, policies and business targets which must be reviewed annually and exercising oversight to direct the management's efforts in alignment with the established policies, strategies and financial targets. Details of the Charter of the Board are available at [www.scbx.com](http://www.scbx.com) in the "Corporate Governance" section.

### 2.3 Board Committees

The Board has appointed eight Board committees to assist the Board in deliberating on and overseeing specific matters. The meetings of each Board committee are scheduled in advance for the entire year and are arranged in accordance with the charter of each Board committee and the Corporate Governance Policy. Details of the charter of each Board committee and the Corporate Governance Policy are available at [www.scbx.com](http://www.scbx.com) in section "About SCBX>Corporate Governance> Corporate Governance Documents> Corporate Governance Policy". The key roles and responsibilities of each Board committee are as summarized below.



The key roles and responsibilities of each Board committee are as summarized below.

Board Committees	Key Roles and Responsibilities
<b>1. SCBX Group Control Committee</b>	Supervise, control, and monitor the business operations of the Company and the portfolio companies in accordance with the plans and policies for the benefits of the SCBX Group as well as conflict prevention including compliance with the rules and regulations of the Bank of Thailand and other relevant regulators. The SCBX Group Control Committee (GCC) will consider and give opinions on material matters of the Company and portfolio companies.
<b>2. Executive Committee</b>	Deliberately screen policies and business strategies, financial targets, business plan, annual budget of the Company and the portfolio companies including steering the performance of the Company and portfolio companies to meet the performance targets as approved by the Board of Directors.
<b>3. Audit Committee</b>	Review financial reports, risk management processes, internal control, internal audit and regulatory compliance.
<b>4. Nomination, Compensation and Corporate Governance Committee</b>	Screen and nominate directors and senior executives of the Company and companies in the SCBX Group as specified; endorse remuneration of directors and senior executives of the Company and the portfolio companies in accordance with the relevant criteria and policies; align human resources policies with business strategies; and endorse succession plans and the Corporate Governance Policy.
<b>5. Risk Oversight Committee</b>	Provide recommendations to the Board on the risk oversight framework and business continuity of the Group; ensure that adequate and appropriate risk management policies and strategies are in place for the Group; endorse risk management policies and risk appetite including supervision of capital and liquidity management for various risk types; review and assess the adequacy and effectiveness of risk management policies and strategies; provide recommendations on risk culture cultivation at the Group level.
<b>6. Technology Committee</b>	Oversee technology strategies of the Company and the Group; regularly review and provide recommendations on emerging technologies; determine technologies and technology models that should be shared among companies in the Group through the Centers of Excellence; identify digital/technology assets that should be built by the Group; oversee the technology operating model of the Group which enunciates roles and duties of companies in the Group, minimum standards and technology policies including steering for efficiency of the centers of excellence.
<b>7. Sustainability Committee*</b>	Support in driving the SCBX Group's business sustainability initiatives by promoting sustainable growth of business in conjunction with prioritizing Environmental, Social, and Governance (ESG) practices, particularly climate change. This involves considering business performance growth alongside effective risk management, evaluating positive and negative impacts on relevant stakeholders, and operating under a good corporate governance framework.
<b>8. Corporate Social Responsibility Committee</b>	Drive corporate social responsibility activities in the SCBX Group in alignment with the approach of being a good and socially responsible organization, focusing on contributions to social development, particularly in the areas of medical and public health, as well as youth education, enhancement of quality of life and well-being and happiness among communities, including support for religious activities, and environmental protection which is a key part in promoting SCBX Group's sustainability.

\*Remark: The Sustainability Committee was established as a Board committee (sub-committee) effective on January 21, 2025.



## 2.4 Executives of the Company

According to the SEC's definition of executives, the name list of executives of the Company and the core business subsidiaries at the chief officer level and higher are as follows:

### List of the Company's executives at the chief officer and higher level

(Information as of December 31, 2025)

Name	Position
1. Mr. Arthid Nanthawithaya	Chief Executive Officer
2. Mr. Arak Sutivong	Deputy Chief Executive Officer and Chief Financial Officer
3. Mr. Nipat Wattanatittan	Chief Business Development Officer
4. Mrs. Patraporn Sirodom	Chief Talent Officer
5. Mrs. Wallaya Kaewrungruang	Chief Legal Officer and Chief Compliance Officer
6. Mr. Sutirapan Sakkawatra	Chief Customer Officer
7. Mr. Dennis Thorsten Trawnitschek	Chief Technology Officer
8. Mr. Sathian Leowarin	Chief Sustainability Officer
9. Miss Dalad Tantiprasongchai	Chief Operating and International Business Officer
10. Mr. Kaweewut Temphuwapat	Chief Innovation Officer
11. Mr. Punnamas Vichitkulwongsa	Chief Digital Platform Business Officer
12. Mr. Alvin Choo	Chief Risk Officer

**Remark:** Mr. Somprawin Manprasert was appointed as Deputy Chief Financial Officer, effective from January 5, 2026.

Executives of core business subsidiaries (as of December 31, 2025)

### The Siam Commercial Bank Public Company Limited

Name	Position
1. Mr. Kris Chantanotoke	Chief Executive Officer
2. ML. Chiradej Chakrabandhu	Chief Risk, Legal and Compliance Officer
3. Mr. Worawat Suvagondha	Chief People Officer
4. Mr. Vitoon Pornsakulvanich	Chief Consumer Banking Officer
5. Mr. Yunyong Thaicharoen	Chief Economist and Sustainability Officer
6. Miss Pornpat Ongnithiwat	Chief Financial Officer
7. Mr. Tanapot Parksuwan	Chief Corporate and Institutional Banking Officer
8. Miss Nipaporn Kullertprasert	Chief Audit Officer
9. Mr. Trirat Suwanprateep	Chief Technology Officer
10. Miss Chitlada Hanvoravongchai	Chief Strategy Officer
11. Mrs. Pikun Srimahunt	Chief Debt Recovery Management Officer and Chief Business Banking Officer

### Card X Company Limited

Name	Position
1. Mr. Sarut Ruttanaporn	Chief Executive Officer
2. Miss Hataiporn Jirajariyavech	Chief Finance and Strategy Officer
3. Mr. Kalyanaraman Sivaramakrishnan	Chief Risk Management Officer
4. Mr. Panya Vechbanyongratana	Chief Business and Channel Officer
5. Mrs. Kanognate Charoensedtasin	Chief Technology Officer



Name	Position
6. Ms. Nunthiya Kosidapun	Chief Credit Risk Officer
7. Mr. Pornsit Kridsadapradit	Chief Model Data Risk and Special Project Officer
8. Mr. Thaweepong Srihong	Chief Legal Officer
9. Mr. Pramote Pongsamlee	Chief People Officer
10. Mr. Pichit Sanamtong	Chief Operation Officer
11. Mr. Anuchit Chitpirom	Chief Innovation and Transformation Officer
12. Mrs. Nalinthip Phirkswan	Chief Marketing Officer

### Auto X Company Limited

Name	Position
1. Mr. Manop Sangiambut	Chief Executive Officer
2. Mr. Arpat Vijitatkula*	Chief Distribution Officer
3. Miss Pathatai Siripachana	Chief Operation Officer
4. Mr. Dhiramesr Sasiraweeroj	Chief Product and Technology Officer
5. Mr. Pichan Angsuvajrakon	Chief Business Development and Digital Officer
6. Mr. Jakapon Panpumtong	Chief Customer Service Officer
7. Miss Nongnuch Laomaneerattanaporn*	Chief Risk Officer
8. Mr. Worawat Saisuphatphol	Chief Financial Officer
9. Mr. Tanan Chansevikul	Chief Human Resources Officer

**Remark:** Mr. Arpat Vijitatkula and Miss Nongnuch Laomaneerattanaporn have resigned from the executives of Auto X Co., Ltd. effective January 1, 2026.

### Executive Remuneration

The Nomination, Compensation and Corporate Governance Committee is responsible for proposing remuneration for executives, including the Chief Executive Officer, the Chief Officers and higher, and the highest executives of the risk, compliance, and audit units, to the Board for approval. After due consideration by the NCCG Committee, the remuneration is deemed appropriate and in line with the Company's policies, relating to short-term and long-term corporate performance and reflecting individual performance that is evaluated and benchmarked against KPIs i.e., financial indicators, customer-related indicators, process improvement, and people development indicators for the Company's sustainable success. The remuneration is determined based on transparent criteria, the scope of responsibilities, and the Company's competitiveness compared to other financial institutions and leading companies in Thailand.

In 2025, the number of the Company's executives based on the SEC's definition (which includes the manager or the next four executives succeeding the manager, the persons holding equivalent positions to the fourth executive, inclusive of the persons holding the position of manager or equivalent and higher in the accounting or finance departments) and the executives of core businesses in portfolio companies totaled 53 (inclusive of 6 executives who resigned during the year). Collectively, they received remuneration in the form of monthly salaries, bonuses, allowances and severance pay of Baht 1,232.02 million.

The Company's executives are entitled to welfare and other benefits similar to those offered to other employees and in accordance with the Company's regulations, such as medical benefits, annual medical check-up, life and accident insurance, welfare loans, and provident fund contributions. In 2025, the Company's provident fund contributions for the 15 executives (inclusive of two executives who resigned during the year) as defined by the SEC were Baht 11.02 million in total.

The executives of any company in the SCBX Group will not receive remuneration for serving as a director and/or member of a board committee of their company and other companies in the SCBX Group (except for the position of CEO, which is subject to the criteria for determining the directors' remuneration of companies in the SCBX Group).



## 2.5 Employees and Employee Remuneration

At the end of 2025, the total number of the Company's employees was 381, and the employee and benefit expenses totaled Baht 1,821 million. These expenses included, among others, salaries, overtime pay, mobile phone service allowances, car allowances, bonuses and contributions to the social security fund and provident fund. The number of employees of the Company and its subsidiaries totaled 30,122.

The number of the Company's employees classified by core function and level is as follows:

Core Functions	Chief Officers and Higher	Employees	Total
Chief Executive Officer	1	1	2
Finance	1	56	57
Business Development	1	18	19
Digital Platform	1	40	41
Operating & International Business	1	7	8
Blockchain & Digital Asset	-	2	2
R&D and Innovation Lab	1	15	16
Support	6	230	236
<b>Total</b>	<b>12</b>	<b>369</b>	<b>381</b>

**Remark:** By the end of 2023 and 2024, the number of employees of the Company totaled 199 and 288 respectively. The increase in the number of employees was due to the expansion of the supporting unit's scope of work to maximize benefits within the SCBX Group and to prepare for further business expansion.

In addition, employees of the Company and portfolio companies in the Group were encouraged to join the provident fund program. The number and proportion of employees of the Company and its core business subsidiaries who are provident fund members are as follows:

Company	Number of employees who are provident fund members	Percentage of employees who are provident fund members
SCB X Public Company Limited	375	95%
The Siam Commercial Bank Public Company Limited	17,251	97%
Auto X Company Limited	3,318	67%
Card X Company Limited	1,254	99%
InnovestX Securities Company Limited	426	94%
SCB 10X Company Limited	47	100%
SCB Tech X Company Limited	670	98%
SCB DataX Company Limited	234	83%
Token X Company Limited	23	48%
PointX Company Limited	56	90%
MONIX Company Limited	49	100%
ABACUS digital Company Limited	124	100%

## 2.6 Board Support Units

The Company recognizes the importance of, and provides support to, the following functions and their personnel, who are responsible for supporting the Company's proper compliance with laws and regulations and the Board's adherence to statutory and good corporate governance practices:

### (1) Audit Function

The Audit Function is an independent and business-neutral unit that has been established to improve and enhance internal control, including policies, practices and procedures with the aim of ensuring compliance of the Company and companies in the SCBX Group with applicable regulations. Also, the Audit Function conducts regular audits, identifies matters requiring attention, evaluates the performance of internal controls, gives confidence, provides advice, and makes improvement-related recommendations on internal control, risk management systems and corporate governance practices. The Audit Function is led by Mr. Nawapong Nakjang, Head of Audit, who is in charge of ensuring that the responsibilities of the Audit Function are effectively carried out in accordance with the aforesaid purposes and reports directly to the Audit Committee in an independent manner. The Audit Committee has the authority to consider and endorse the appointment, removal, transfer or dismissal of the Head of Audit, as well as to evaluate the merit of performance of the Head of Audit.

### (2) Compliance Function

The Compliance Function serves as the Company's regulatory center, providing consultation and advice pertaining to regulatory requirements and the Company's policies, rules, regulations, operating procedures and internal controls, as well as coordinating with the regulators on behalf of the Company. Compliance Function is also in charge of formulating internal policies, rules and regulations and monitoring regulatory compliance to appropriately mitigate and manage compliance risk, including to promote knowledge, understanding, and communication to raise awareness of the importance of adhering to operational guidelines within the organization and companies within the SCBX Group. Mr. Saengchart Wanichwatphibun and Mr. Chirawat Chamrasromran, who have assumed the position of Senior Compliance Expert, are in charge of compliance supervision. The Senior Compliance Expert functionally reports to the Chief Legal Officer and Chief Compliance Officer and independently reports to the Chief Executive Officer and the Audit Committee in relation to key regulatory compliance matters.

### (3) Company Secretary

The Board has appointed a Company Secretary to perform duties as stipulated by law and as assigned by the Board. Mrs. Siribunchong Uthayophas, Head of Corporate Office, serves as the Company Secretary. Key roles of the Company Secretary are to support the Board in all relevant aspects, including matters related to corporate governance in the Company and the SCBX Group. The roles and responsibilities of the Company Secretary are defined in the Corporate Governance Policy, and are publicly disclosed on the Company's website at [www.scbx.com](http://www.scbx.com), under the section "About SCBX>Corporate Governance>Corporate Governance Document>Functions of Company Secretary".

Profiles of the persons mentioned above are provided in this Form 56-1 One Report in the "Information of the Directors and Executives of the Company" section.



### 3. Report on Corporate Governance Compliance

#### (A) Corporate Governance Compliance

Highlights of the Company's compliance with the Corporate Governance in 2025 are as follows:

##### 1. Rights of Shareholders

The Company has complied with its Corporate Governance Policy to ascertain that shareholders may appropriately enjoy and equitably exercise their rights in relation to, among others, share trading or transfer, receiving dividends, and receiving adequate, timely and complete information about the Company through easily accessible channels, i.e., the websites of SCBX, the Stock Exchange of Thailand and Thailand Securities Depository Company Limited. In addition, shareholders are entitled to take part in material business decisions at shareholder meetings, e.g., regarding dividend payments, appointment or removal of directors, determination of director remuneration, appointment of auditors, determination of audit fees, amendment to the Memorandum and Articles of Association, and approval of special transactions (e.g., capital increase or reduction, acquisition or disposal of significant assets, or connected transactions). The shareholders may cast their votes on the aforesaid matters according to information provided in the notices of the meetings of shareholders. The Company encourages all shareholders to exercise their rights to the fullest extent permissible by law and does not violate or derogate the rights of shareholders by any means. The principles adopted by the Company in respect of the rights of shareholders are shown in detail on the Company's website at [www.scbx.com](http://www.scbx.com) under the sequence of menu headings "About SCBX>Corporate Governance> Corporate Governance Documents> Corporate Governance Policy >Rights and Treatment of Stakeholders."

##### 1.1 Shareholder Meeting

In 2025, the Company convened the 2025 Annual General Meeting of Shareholders ("AGM") on April 4, 2025, via electronic means. The Company continued to commit to the principles of promoting and facilitating shareholders' ability to exercise their rights related to shareholder meetings in accordance with laws, the Company's Articles of Association, and good corporate governance principles, as well as being aligned with the shareholder meeting assessment (AGM checklist) as detailed below.

- 1) It is the Company's policy to provide every shareholder with clear, correct and complete information, with sufficient time to study and consider items on the meeting agendas in advance, and convenient access to the meeting notices and accompanying documents. The Company provided the meeting notices contained information about the date, time and venue of the meetings; details of each agenda item including factual background, purposes, rationale and the Board's recommendations on each agenda item; and e-meeting, voting and proxy assignment procedures including proxy forms in Thai and English on its website on March 7, 2025, (28 days in advance of the meeting date). The Company also assigned its securities registrar, Thailand Securities Depository Company Limited (TSD), to deliver to shareholders the relevant meeting documents of the AGM, which included the AGM notice, accompanying documents in Thai and English, and the QR codes for the Company's Form 56-1 One Report, Financial Summary: Management Discussion and Analysis and Sustainability Report. These AGM documents were mailed to the shareholders on March 14, 2025 (21 days in advance of the meeting date, in accordance with corporate governance guidelines) to provide the shareholders with sufficient time to consider items on the meeting agendas. In addition, shareholders were offered an opportunity to obtain the printed version of Form 56-1 One Report for the year 2024 and other supporting documents in advance of the AGM and inform the Company Secretary of their request via telephone and email.



- 2) In honoring the shareholders' rights to know and gain full access to information, the Company allowed shareholders to submit questions in advance of the 2025 AGM via post to the Company Secretary and via e-mail to [company.secretary@scbx.com](mailto:company.secretary@scbx.com) in accordance with guidelines published on the Company's website. Questions were contemplated and proposed to the Board by the Nomination, Compensation and Corporate Governance Committee.
  - 3) To encourage and facilitate the participation of all shareholders (individuals, juristic persons and institutional investors) in the shareholder meetings, ensuring that they are able to exercise their rights on an equitable basis. Shareholders who are unable to attend the meeting in person may appoint a proxy to attend the meetings on their behalf. The Company also contacted institutional investors or foreign shareholders who have appointed a custodian in Thailand for the safekeeping and administration of their shares, in order to coordinate the appointment of representatives to attend the shareholder meetings. The Company also facilitated the advance verification of documents and evidence required prior to attending the meeting, thereby ensuring a more convenient and efficient registration process on the meeting day.
  - 4) To facilitate attendance by all shareholders and proxy holders in an equitable manner, each of the shareholder meetings was held electronically during business hours and on a working day. In so doing, the Company offered convenience and assistance to meeting participants by engaging Inventech Systems (Thailand) Co., Ltd., to provide a system control service for the electronic meeting, using the Inventech Connect system, which complies with the standards of the Electronic Transactions Development Agency (ETDA). Attendees can request to file their online meeting attendance requests through an e-Request system that could be accessed through both a web browser and a QR code shown in the notice of each meeting, input their personal information, and upload required identity documents for the ease of meeting attendance registration. The Company also established a dedicated call center team to troubleshoot issues related to the meeting system experienced by meeting participants and to assist them with the download and installation of the electronic meeting system.
- In addition, the meeting attendance registration and identification was made available as early as two hours in advance of the meeting and remained open until the meeting adjournment to offer the shareholders an opportunity to vote on any remaining agenda item.
- 5) Prior to proceeding in accordance with the meeting agenda, the Chairman of the Meeting assigned the Company Secretary to oversee the electronics meeting as required by law and explained the voting procedure and vote counting practices for each agenda item. Shareholders were entitled to cast their votes on a one-share-one-vote basis.
  - 6) The Company engaged the legal advisor representatives from Baker & McKenzie Ltd., to inspect the validity of the proxy appointments, adequacy of quorum, and tabulation and reporting of votes, and thus could report the voting results for each agenda item to the meeting in a timely, accurate and transparent manner in accordance with the law and company regulations. In addition, the Company records video and audio throughout the meeting, and stores electronic traffic data as required by law as evidence for post-meeting examination, in case of dispute.
  - 7) The Chairman of the Board presided as the chairman of the shareholder meetings. The 2025 AGM was attended by all 15 directors representing 100% of the total Board member. The Chairman of the Board, the chairs of all Board committees, and the Company's senior executives attended the 2025 AGM in person, to clarify and respond to any questions or issues raised by shareholders. In addition, the auditors of the Company from KPMG Phoomchai Audit Limited attended the 2025 AGM to provide information related to the Company's financial statements.



- 8) The Chairman of the meeting allowed shareholders to ask questions, express opinions and make recommendations as appropriate on an equitable basis and responded to all questions and issues raised by shareholders. The directors and the management then jointly provided relevant answers and clarification to shareholders' questions. The Company Secretary recorded the minutes of meeting, and the votes cast under each agenda item. Additionally, the meetings proceeded in accordance with the announced agenda, and the Company did not reorder, add or revise any agenda items, and did not modify previously issued information at the shareholder meetings nor propose any other agenda that had not been specified in the notice of shareholder meeting.
- 9) Following the adjournment of each shareholder meeting, the resolutions adopted and the voting results for each agenda item (in both Thai and English) to public through the Stock Exchange of Thailand's disclosure channels and on the Company's website within the same day after the conclusion of the meeting. In addition, the meeting minutes of the 2025 AGM in Thai and English were submitted to the Stock Exchange of Thailand and made available on the Company's website on April 18, 2025 (within 14 days from the date of shareholders' meeting as required by law) to ensure shareholders received the information promptly and comprehensively. The minutes were also submitted to the Ministry of Commerce within the timeframe specified by law. The Company recorded the minutes of the shareholders' meeting accurately, completely, and clearly. The minutes recorded the names of directors and executives who attended the meeting, the procedures and instructions for using the electronic meeting system, questions and opinions expressed at the meeting, the voting process, the key points of the questions inquired by shareholders at the meeting, and the explanations provided by the Board of Directors and executives. The minutes clearly state the names and surnames of shareholders and proxies who raised questions and expressed opinions, as well as the resolutions adopted by the meeting together with voting results, comprising the number of votes for approval, disapproval, abstention and ineligible votes for each agenda item requiring a resolution

## 1.2 Dividend Payment

The Company has a policy to pay dividends at the rate of, at a minimum, 30 percent of its consolidated annual net profit, with consideration to long-term returns for all shareholders. Dividends will be considered when the Company records a net profit after deduction of all statutory and other reserves, provided that there is no accumulated loss, and the Company is able to maintain adequate capital funds to comply with the regulatory requirements and to adequately preserve capital for its future business needs. The interim dividends and annual dividends will be paid within one month after approval by the Board or the shareholder meeting (as applicable). In proposing the approval of dividend payment, the Company discloses its Dividend Policy, the dividend rate and the proposed dividend amount, together with a comparison against the previous year's payout ratio. The Company specifies the record date for determining the shareholders entitled to receive the dividend, the dividend payment date along with the underlying rationale and supporting information, to support the shareholders' appropriate consideration.

At the 2025 AGM, the meeting resolved to approve the 2024 dividend payment at the rate of Baht 10.44 per share, amounting to Baht 35,153 million, which was 80 percent of the 2024 consolidated net profit.

In addition, the Board resolved to pay an interim dividend of 2025 to the Company's shareholders at the rate of Baht 2 per share, totaling Baht 6,734 million. The dividend was paid on September 19, 2025.



### 1.3 Election of Director on an Individual Basis

Pursuant to the Public Company Act B.E. 2535 article 71 and the Company's Articles of Association, one-third of the directors shall retire by rotation at every AGM. At the 2025 AGM, five directors retired by rotation and one position would become vacant due to the resignation of a director whose term has expired. As part of the director election process, highlighted profiles of five nominated directors for re-election, as well as the profile of director nominated for a replacement position, are disclosed in the AGM notice to support the shareholders' consideration. The Company arranged for shareholders to elect directors to replace the outgoing directors by independently directing their votes toward each individual nominee as opposed to a slate director election, and the voting results for each director nominated for the election were clearly specified in the meeting minutes.

### 1.4 Communication Among the Company's Shareholders

The Company does not interfere with communication among its shareholders in any way. Shareholders have complete liberty to share information among themselves and may request a copy of the list of the Company's shareholders from the Department of Business Development, the Ministry of Commerce.

## 2. Equitable Treatment of Shareholders

As stipulated in the Company's Corporate Governance Policy, all shareholders, including major, minor, institutional and foreign shareholders, are entitled to the same shareholder rights and are treated on an equitable and fair basis in accordance with the scope permissible by law. The principles of equitable treatment of shareholders adopted by the Company are provided on [www.scbx.com](http://www.scbx.com) under the sequence of menu headings: "About SCBX>Corporate Governance>Corporate Governance Documents>Corporate Governance Policy>Rights and Treatment of Stakeholders."

### 2.1 Invitation to Shareholders to Propose Agenda Items, Candidates for Directorship, and Questions Prior to the Shareholder Meeting

The Company prepares for the 2026 AGM with the commitment to ensure equitable treatment of all shareholders. During the period from September 1 to November 30, 2025, which was three months before the end of the Company's accounting period, all shareholders of the Company were invited to propose matters to be included in the AGM agenda, nomination of qualified candidates for the director election by an AGM, and questions for the AGM according to the explicit criteria published on the Company's website. Shareholders may submit their proposals through various channels, i.e., via post to the Company Secretary or via e-mail to [company.secretary@scbx.com](mailto:company.secretary@scbx.com). The Nomination, Compensation and Corporate Governance Committee will review the shareholders' proposals prior to submitting them to the Board for further consideration. The decisions on these proposals will be notified back to the shareholders concerned for acknowledgment. Any proposals that are accepted will be included in the AGM agenda. However, upon the expiration of the specified period, no shareholders proposed any individual candidates for consideration for election as directors of the Company, nor did they propose any additional agenda items for the 2026 Annual General Meeting of Shareholders.

### 2.2 Proxy Appointments for Shareholder Meeting

For the 2025 AGM, the Company has prepared three types of proxy forms (Form A, Form B and Form C), these forms include both Thai and English versions, as determined by the Department of Business Development of the Ministry of Commerce. Conditions and documents required for the appointment of proxies are clearly described and do not cause any difficulties in the proxy appointment. Only Proxy Form B, which contains specific details regarding a proxy appointment, will be delivered to shareholders together with the AGM notice. Furthermore, the shareholders can download the proxy forms from the Company's website. The Company also provides a service for affixing stamp duty on the proxy forms for shareholder convenience.

In addition, shareholders can also opt to appoint as their proxies one of two independent directors of the Company who do not have any conflict of interest in the relevant agenda items of the meeting. All important information about these independent directors is fully disclosed.



## 2.3 Voting at Shareholder Meeting

At the 2025 AGM, the chairman of the meeting requested the meeting to consider and vote on the matter via electronic voting. Attendees must cast their vote in either "Approve," "Disapprove," or "Abstain" (except for Custodians, whose votes can be split) Unmarked votes of attending shareholders were counted as votes of approval.

If a proxy grantors' voting decision is not specified in the proxy form or is ambiguously indicated, such as when multiple voting choices are selected (except for the case of custodians), or if there is any matter other than those specified in the proxy form which is to be considered or resolved by the shareholder meeting, or if the shareholder meeting considers or votes on any agenda item that is not included in the proxy form, or if there is any change or addition to any facts, the proxy is entitled to consider and vote on such matter as the proxy may deem appropriate.

In the event that shareholders who appoint proxies to attend and vote on their behalf have properly marked their voting decisions of approval, disapproval, or abstention in the proxy forms for relevant agenda items in compliance with established rules, the Company will record such voting decision as specified by the shareholders in the proxy forms in advance.

## 3. Roles of Stakeholders



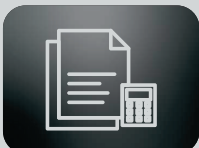
### 3.1 Treatment of Stakeholders

The Company recognizes the rights of all internal and external stakeholders, such as shareholders, employees, customers, investors, regulators, business partners, suppliers, and society. This awareness underpins the Company's vision and codes of conduct, emphasizing the Company's commitment to ensuring that each group of stakeholders can fully enjoy and exercise their rights based on the principle of fairness and equality for sustainable growth among all. In 2025, The Company did not have any litigation relating to violations of the treatment of stakeholders or human rights violations, nor were there any cases or incidents in which the Company was subject to complaints regarding customers' personal data. Details about the principles governing Company's treatment of stakeholders are available at [www.scbx.com](http://www.scbx.com) under the sequence of section "About SCBX > Corporate Governance > Corporate Governance Documents > SCBX Group Code of Conduct."

As SCBX is a non-operating holding company, its treatment of stakeholders is reflected in the practices of the Company itself and companies in the group, particularly SCB Bank. An overview of the treatment of stakeholders is summarized below.

Stakeholders	Engagement Channels	Key Expectations/Concerns
<p><b>1</b> Customers</p> 	<ul style="list-style-type: none"> <li>▪ Business meetings</li> <li>▪ Customer relations activities</li> <li>▪ Customer satisfaction surveys</li> <li>▪ Customer complaints and feedback channels: customer service centers, branches, and applications</li> <li>▪ Websites and social media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access to financial products and services</li> <li>▪ Financial risk management</li> <li>▪ Climate change and carbon emission reduction</li> <li>▪ Sustainable/green finance</li> <li>▪ Cybersecurity</li> <li>▪ Data rights</li> <li>▪ Business ethics</li> <li>▪ Ethical AI</li> <li>▪ Customer relationship management</li> <li>▪ Development of skills and capabilities of personnel</li> </ul>
<p><b>2</b> Employees</p> 	<ul style="list-style-type: none"> <li>▪ Employee engagement surveys</li> <li>▪ Meetings and seminars</li> <li>▪ Internal communication channels</li> <li>▪ Whistleblowing program</li> <li>▪ Annual performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of skills and capabilities of employees.</li> <li>▪ Internal job transfers and career growth</li> <li>▪ Performance evaluation and compensation</li> <li>▪ Work-life balance</li> <li>▪ Business ethics</li> <li>▪ Risk and crisis management</li> <li>▪ Cybersecurity</li> <li>▪ Protection of personal data</li> </ul>
<p><b>3</b> Investors</p> 	<ul style="list-style-type: none"> <li>▪ Meetings of shareholders</li> <li>▪ Meetings with analysts and investors</li> <li>▪ Disclosure and reporting through the websites of the Company and SET, press releases and news media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate governance</li> <li>▪ Risk management</li> <li>▪ Transparency in data management and disclosure</li> <li>▪ Climate change</li> <li>▪ Sustainable finance and investment</li> <li>▪ Promotion of access to financial services, particularly for SMEs</li> <li>▪ Cybersecurity</li> <li>▪ Human rights management</li> </ul>



Stakeholders	Engagement Channels	Key Expectations/Concerns
<p><b>4</b> Regulators</p> 	<ul style="list-style-type: none"> <li>Hearings about regulatory guidelines and compliance practices</li> <li>Regular examination by regulators</li> <li>Statement of opinions at forums</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Financial support for environmentally friendly and sustainable businesses and projects</li> <li>Promotion of access to financial services, particularly for SMEs</li> <li>Household debt</li> <li>Cybersecurity and data protection</li> <li>Development of artificial intelligence and digital products and services</li> <li>Development of skills and capabilities of personnel</li> </ul>
<p><b>5</b> Business partners and suppliers</p> 	<ul style="list-style-type: none"> <li>Business meetings</li> <li>Participation in activities and projects arranged by associations and organizations</li> </ul>	<ul style="list-style-type: none"> <li>Digital sustainability</li> <li>Sustainable finance for the environment</li> <li>Sustainable supply chain in Environmental, Social, and Governance (ESG) performance optimization</li> <li>Climate change risk preparedness and resilience</li> <li>Cybersecurity and data security</li> <li>Greenwashing prevention</li> </ul>
<p><b>6</b> Society</p> 	<ul style="list-style-type: none"> <li>Meetings and discussion forums</li> <li>Corporate social activities and projects of SCBX Group</li> <li>Website and social media</li> </ul>	<ul style="list-style-type: none"> <li>Climate change and biodiversity</li> <li>Human rights and labor treatment</li> <li>Anti-corruption</li> <li>Improvement of community's quality of life</li> <li>Promoting access to financial services</li> <li>Cybersecurity and data security for customers</li> </ul>
<p><b>7</b> Creditors</p> 	<ul style="list-style-type: none"> <li>Business meetings</li> <li>Financial information submission</li> <li>Disclosure of information and financial report to lenders and bondholders in compliance with financial covenants, credit review processes, and credit facility requirements</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Risk management</li> <li>Transparency in management and disclosure of information on an accurate, complete, and timely basis</li> <li>Fair treatment of creditors and management of creditor relationships</li> <li>Responsible capital management particularly ensuring the use of funds in accordance with specified purposes and the servicing of principal and interest payment</li> </ul>

## 3.2 Anti-Corruption

Anti-corruption practices are detailed as follows:

- 1) The Company conducts an annual review and amendment of Anti-Corruption and Anti-Bribery Policy for the Company and its subsidiaries, which serves as anti-corruption guideline and communicates the policy to directors, executives, and employees at all levels to ensure they acknowledge and recognize their obligations and responsibilities in this respect and apply the policy.
- 2) All employees are required to enroll in relevant training courses, such as e-learning courses on anti-money laundering/combating the financing of terrorism (AML/CFT), and anti-corruption and bribery. They must pass relevant tests per the required standard points to complete these mandatory courses and must periodically enroll in refresher courses within a specified timeframe.
- 3) The Company strictly upholds the No-Gift Policy to promote a culture of transparency and integrity and to prevent corruption. This policy is reinforced annually through a message from the CEO, ensuring that all executives and employees are consistently informed and committed to this standard.
- 4) The Company and its subsidiaries disseminate the Anti-Corruption and Bribery Policy to external parties and stakeholders through the Company's website and encourage suppliers, as key stakeholders of the Company, to adopt the same principles and concepts to extend anti-corruption and bribery initiatives to a wider context. In addition, the "Supplier Code of Conduct" has been established by the Company as a guiding framework for suppliers.

- 5) The Company has set up channels, such as the Whistleblower Program, to receive complaints about wrongdoing or suspected fraud or corruption. The Audit Committee is entrusted with the responsibility of monitoring and overseeing the internal control systems to ensure they are sufficiently robust and effective in mitigating the risks of corruption and bribery. The outcomes of these oversight activities are reported to the Board of Directors.
- 6) The Company declared its intent to participate in the Thai Collective Action Against Corruption (CAC) and initiated the CAC membership certification process in 2023. The Company was officially certified as a member of CAC on March 31, 2024. This certification underscores SCBX's unwavering commitment to conducting business with the utmost transparency and integrity, and its resolute stance against all forms of corruption.

In 2025, the Company had no breach related to corruption.

## 3.3 Contact Channels for Stakeholders

Each group of stakeholders is provided with channels to directly contact the relevant units of the Company. Employees are provided with multiple channels to submit their complaints and reports of misconduct to the Company. Employees can voice their opinions and report on any unfair treatment, fraudulent activity or suspicion of misconduct, directly to their supervisors. Additional channels are available to employees, customers, and individuals in accordance with the Whistleblowing Policy, which provides a channel for reporting complaints, fraud or non-compliance with the Company's regulations, rules and codes of conduct as well as acts that could cause damage to customers or companies in the SCBX Group, including any unfair treatment that employees, customers or individuals might have suffered. This underlines the Company's adherence to the principles of transparency and corporate governance. There are multiple reporting channels available, e.g., via e-mail (whistleblower@scbx.com), or via post at P.O. Box 180, Chatuchak Delivery Post Office 10900, or via telephone (at 0-2544-3000). A brief report on actions taken in this regard is presented to the Audit Committee every quarter.

It is the Company's policy to maintain strict confidentiality to protect whistleblowers and



informants from retaliation or adverse consequences. An independent working team will be set up to investigate any reported issues or suspicious behavior. If there are proven grounds for a complaint, the matter will be escalated in accordance with the following procedure:

- 1) Employees, customers or individuals submit opinions, reports, grievances or complaints relating to fraud via channels provided by the Company. They can choose to remain anonymous if concerned about any potential consequences on them but must provide adequate information and evidence to support their cases. Each case will be treated as confidential.
- 2) The working team conducts a preliminary investigation. The progress will be reported to the informants if they have chosen to be identified.
- 3) The working team forwards proven cases of misconduct to relevant units in order to appoint an investigation committee according to the Company's regulations or procedures for further action.

Furthermore, all stakeholders can raise complaints, make suggestions, or provide comments to the Board and the management of the Company by contacting:

Company Secretary  
 SCB X Public Company Limited  
 9 Ratchadapisek Road, Chatuchak, Bangkok 10900  
 Telephone: 0-2180-8155 E-mail: company.secretary@scbx.com

In 2025, the Company received a total of 12 complaints through its whistleblower channel, all of which were handled and processed in accordance with the established procedures.

## 4. Disclosure and Transparency

### 4.1 Disclosure Policy and Practices

The Company's disclosure policy and practices are stated in the Corporate Governance Policy. Disclosure of the Company's information shall be in accordance with the following key principles:

- 1) Information to be disclosed must be accurate, adequate and clear as well as disclosed on a timely basis.
- 2) Disclosure must properly and completely comply with all applicable rules and regulations.
- 3) Stakeholders, including shareholders, investors, analysts and interested persons, must have equal rights of access to information disclosed by the Company.
- 4) Information that may affect the Company's share price, influence investors' decisions, or affect the rights of shareholders must be immediately disclosed to the public through the Stock Exchange of Thailand.

### 4.2 Investor Relations

The Investor Relations Function is responsible for providing accurate, adequate and clear disclosure of the Company's information to investors on a timely basis and in accordance with the Company's disclosure principles and applicable laws. In addition to its planned activities, such as meetings with investors and analysts, investor conferences and roadshows, the Investor Relations Function serves as the primary point of contact for all shareholders, analysts, and fund managers. The Chief Executive Officer, the Deputy Chief Executive Officer, the Chief Financial Officer, Head of Investor Relations and Capital Market (Miss Nuntana Taveeratanasilp) and senior executives of the Company regularly participate in investor relations activities.



In 2025, the Investor Relations unit continued to carry out activities to disclose the Company's information to securities analysts and investors on an ongoing basis. This included organizing quarterly analyst meetings, held once every quarter for a total of four sessions, as well as meetings with investors through both physical and virtual meetings, are summarized below:

Activity	Frequency (times)	Number of Companies
Investors' meetings via physical meeting, virtual meetings and roadshows	71	117
Investor conferences	61	152

Contact information for the Investor Relations Function is as follows:

Investor Relations  
 SCB X Public Company Limited  
 9 Ratchadapisek Road, Chatuchak, Bangkok 10900  
 E-mail: [ir@scbx.com](mailto:ir@scbx.com) Website: <https://investor.scbx.com/en/home>

### 4.3 Auditors

Auditors' qualifications are vetted by the Audit Committee in terms of their independence, suitability, accountability and absence of any conflict of interest with respect to the Group and its management, major shareholders or related parties. In addition, the Company's auditors must be approved by the Bank of Thailand and the Securities and Exchange Commission. The Audit Committee reviews annual audit fees based on the scope of the audit and proposes qualified auditors and appropriate audit fees to the Board for consideration prior to proposing to the Annual General Meeting of Shareholders for approval.

In 2025, the total audit fees of the Group were Baht 52.6 million. In addition, fees for services other than statutory audits paid by the Group were for: auditing official reports; providing advice on process improvement and compliance with standards and regulations; and tax services.

Non-audit fees were Baht 20.1 million, of which Baht 14.3 million was paid in the fiscal year of 2025, while the remaining outstanding amount of Baht 5.8 million will be paid in 2026.

## 5. Responsibilities of the Board

### ▪ Nomination of Directors and Senior Executives

The Nomination, Compensation and Corporate Governance Committee is responsible for nominating qualified candidates whose qualifications match the Company's strategic requirements to serve as directors and members of the Board committees. Nominations are based on each candidate's knowledge, abilities, expertise and past experience in relation to each vacancy's requirements, a board skills matrix that is employed as a screening tool, and, in the case of independent directors, the independence of the candidates. The Company proceeds with its due diligence process to ensure that qualifications of nominated individuals are not contrary to relevant laws and conform to the Company's policies, business strategies, governing a directors' holding of positions in other companies. The Nomination, Compensation and Corporate Governance Committee selects candidates for directorship from the director pool of the Thai Institute of Directors Association, nominations proposed by each director, directors accepting re-appointment offers, and nominations proposed by shareholders of the Company. After thoroughly vetting each candidate's qualifications to ensure compliance with laws and regulations (where applicable), the Nomination, Compensation and Corporate Governance Committee will propose the nominations to the Board. Following the Board's endorsement of the nominations, the Company will consult with and seek endorsement from the Bank of Thailand prior to proposing the nominations to the shareholders, if applicable, for approval of the appointment.

To ensure that the director nomination and selection are in line with the Company's strategic and business directions, the Nomination, Compensation and Corporate Governance Committee has defined the qualification screening criteria, which set out three aspects of attributes and expertise that constitute desired qualifications of directors: 1) knowledge, expertise, or experience in macro-level management, 2) knowledge, expertise, or experience specific to the



business, and 3) knowledge, expertise, or experience in other fields deemed useful to the Board. For the effectiveness of the director screening and nomination, the Nomination, Compensation and Corporate Governance Committee regularly reviews and updates the board skills matrix.

In addition to the nomination of the Company's directors, the Nomination, Compensation and Corporate Governance Committee is responsible for reviewing and screening qualifications of candidates for the position of senior executives of the Company prior to proposing the nominations to the Board for approval and subsequently to the Bank of Thailand for endorsement of the senior executive appointment. The Nomination, Compensation and Corporate Governance Committee also oversees the formulation of policies, criteria and procedures for the nomination and remuneration of directors and persons with management authority of companies in the SCBX Financial Group.

The director and executive nomination, selection and appointment process, as well as the oversight of the formulation of policies, criteria and procedures for the nomination of directors and persons with management authority of companies in the SCBX Financial Group as mentioned above, are conducted by the Board, the Nomination, Compensation and Corporate Governance Committee, and the executives of relevant companies without any discrimination on race, religion, gender, marital status or physical disability.

#### ▪ **Directors' Term of Office**

One-third of the total directors shall retire at each annual general meeting of shareholders where the directors who have been in office for the longest period will retire. If the number of directors to retire from office is not divisible by three, the number nearest to one-third shall be applied. However, retired directors may be re-elected to continue their office.

In addition, the cumulative tenure of independent directors and non-executive directors (excluding the representative directors of shareholders) is up to 9 years, or their age does not exceed 72 years old, whichever comes first, and to be considered that the qualifications of a director are immediately lost. In this regard, the tenure of independent directors or non-executive directors shall also include that of the portfolio companies in the SCBX Group.

If a director lacks this qualification but is qualified to be in the position longer than the above limit, the SCBX Board of Directors shall have the authority to consider, without violating relevant laws. Regarding the tenure of directors on the eight Board committees, namely the SCBX Group Control Committee, the Executive Committee, the Audit Committee, the Nomination, Compensation and Corporate Governance Committee, the Risk Oversight Committee, the Technology Committee, the Sustainability Committee, and the Corporate Social Responsibility Committee, their tenure shall be concurrent with their directorships.

#### ▪ **Directorships in Other Companies**

The Company has established a clear policy on holding positions by the Company's directors and senior executives in other companies. The Company's directors are not allowed to hold directorship in more than five listed companies in Thailand and other countries (namely SCBX and four other listed companies). Furthermore, holding of positions by directors, managers, persons with management authority, and advisors of the Company as a chairman and/or an executive director and/or an authorized director of other companies shall be limited to three business groups only.

In addition to the policies stated above, the Company has an internal guideline pertaining to holding positions in other companies, which requires the Company's directors to notify the Nomination, Compensation and Corporate Governance Committee of their positions in other companies or organizations so that the Nomination, Compensation and Corporate Governance Committee may review whether such appointment is appropriate and in compliance with relevant regulations. The Company Secretary will report changes in such positions held by each director to the Board. Information on positions held by the Company's directors in other companies, which is disclosed to shareholders in this Form 56-1 One Report, indicates that holding of positions by directors and executives of the Company is in accordance with the aforesaid stipulations.

### ▪ Director Orientation

The Company arranges orientation meetings for new directors. During such sessions, the Board Chairman shares with the new directors the Board's operating practices and directions, while an overview of the Company's businesses is presented by the Chief Executive Officer and senior executives. Also, the new directors are provided with the Director's Manual which contains information that is important and vital for their performance as directors, such as a brief overview of the Company, corporate governance, strategy and business directions, regulations relating to director duties, summary of relevant laws and corporate governance, the Company's Articles of Association, Codes of Conduct of SCBX Group, charters of the Board and Board committees, as well as director remuneration and benefits, etc.

### ▪ Director, Executive and Employee Development

#### ○ Director Development

The Company has consistently emphasized the development of directors. It has a policy to encourage directors to continuously develop their knowledge in various areas related to their assigned roles and duties as Directors and Board committees by organizing useful lectures by experts from both domestic and international, as well as study tours related to the business, and encouraging directors to attend training or participate in seminars to increase their knowledge, including participating in activities that promote awareness of good corporate governance. The Company regularly informs directors of training courses or seminars. Training and development programs provided to directors in 2025 are as follows:

- The Board attended a knowledge session on "Understanding and Responding to U.S. Tariff" delivered by McKinsey Global Institute and McKinsey & Company, on May 29, 2025, which all Board members attended the presentation.
- The Board and executives attended knowledge session on "Economic and Industry Outlook" by speakers from the Economic and Business Research Center, the Siam Commercial Bank Public Company Limited (SCB EIC), on June 28, 2025.

- The Board attended the presentation and demonstration on "Intelligent Unmanned Passenger Drone (EH216-S)" held by speakers from the Civil Aviation Authority of Thailand on November 24, 2025, which all Board members attended the presentation.
- The Board and executives attended knowledge session on "Economic and Industry Outlook" by speakers from the Economic and Business Research Center, the Siam Commercial Bank Public Company Limited (SCB EIC), on November 28-29, 2025, which all Board members attended the presentation.

Details of each director's participation in training courses are shown in this Form 56-1 One Report under the "Profiles of Directors and Executives of the Company" section.

#### ○ Executive and Employee Development

The Company places strong emphasis on human capital development as a key driver in enhancing competitiveness and advancing the strategic direction of the SCBX Group toward sustainable long-term growth. This commitment is particularly vital in the context of rapid technological advancements and shifting consumer behaviors, as well as the organization's strategic transition toward becoming an AI-First Organization. To this end, the Company has designated workforce upskilling and the establishment of a comprehensive learning ecosystem as critical priorities. These initiatives aim to ensure that employees at all levels can adapt effectively, work efficiently, make informed data-driven decisions, foster innovation, and strengthen the Company's long-term organizational agility.



In 2025, the Company implemented an employee development approach grounded in blended learning principles to promote continuous and sustainable learning. This approach integrates structured learning, collaborative knowledge sharing, and experiential learning through hands-on practice. Under this framework, the Company advanced several key capability-building initiatives during 2025, as outlined below:

### 1. AI Literacy Journey: Building Foundational Knowledge and Advancing Toward an AI-First Organization

A core element of the AI-First Organization strategy is the systematic enhancement of AI literacy across all employees within the SCBX Group. This initiative aims to establish a solid foundation of understanding, strengthen the capability to apply AI in day-to-day operations, and deepen technical expertise for specialized functions. The curriculum is structured into three levels based on employee roles and the depth of required knowledge:

- **AI Foundation:** This introductory e-learning program is mandatory for all employees. In 2025, the curriculum was further expanded through AI Foundation+, designed to strengthen practical skills in prompt engineering and to reinforce continuous learning. Participants were required to complete a knowledge assessment, with 99% of all SCBX Group employees successfully completing the program.
- **AI Intermediate:** This mid-level program is tailored for employees responsible for driving or overseeing AI initiatives within their business units. Developed in collaboration with leading global institutions, the program emphasizes practical adoption of AI through a blended learning model combining classroom sessions, workshops, and e-learning over a period of approximately 8–12 weeks.
- **AI Advanced:** This advanced technical curriculum is designed for data scientists, data engineers, and related specialist roles. The program covers in-depth knowledge in generative AI, machine learning, and other advanced analytical methodologies.

In addition, the Company offered several role-specific programs to accelerate real world application of AI, including AI Copilot Web for Functional Roles, Power Automate for Business Users (Basic to Advanced), and Unlocked AI Power. These programs attracted more than 2,500 participants, demonstrating the Company's commitment to expanding AI-related capabilities broadly and effectively across the workforce.

### 2. Leadership Development for People Managers: Leadership Xcellence Program (LXP)

The Company places strong emphasis on strengthening the capabilities of employee in Managers position to become exemplary leaders through the Leadership Xcellence Program (LXP). This program is designed to equip managers with the skills needed to lead teams effectively while serving as "coaches" who foster the growth and potential of their team members in alignment with organizational goals. The curriculum encompasses a comprehensive range of leadership competencies, beginning with self-awareness and understanding leadership roles, coaching and communication skills, and practical exercises in active listening and constructive feedback. It further covers strategic thinking and vision cascading, performance and relationship management, as well as key human resources practices essential for People Managers. The program applies the 70:20:10 learning framework, enabling participants to apply concepts in real work situations such as communicating team direction, giving and receiving feedback, and translating strategies into day-to-day operations supported by ongoing coaching to reinforce learning. Internal evaluation results indicate a significant increase in participants' confidence and leadership capability. Moreover, the program has contributed to more effective team management across multiple business units, reflecting its positive impact on leadership excellence within the organization.



- **Board and Senior Executive Evaluation**
- **Board and Board Committee Evaluation**

The Board evaluation is conducted at least annually. An evaluation form is sent to each director by the Company Secretary who is also in charge of compiling and presenting the evaluation results to the Nomination, Compensation and Corporate Governance Committee. The evaluation results and recommendations gathered are subsequently presented to the Board for acknowledgment and discussion regarding further improvement of the Board's performance. Additionally, it is the Company's policy to engage an external consulting firm possessing corporate governance expertise and experience to conduct the Board evaluation process every three years or when appropriate. In 2025, a self-evaluation method was applied to performance evaluation of the Board as detailed below.

- 1) **Board evaluation:** Evaluation topics included Board composition and qualification, information management, Board processes, representation of shareholders and environmental, social and corporate governance (ESG), managing the Company's performance and strategic, Board strategy and priorities, management performance and succession planning, director development and management, and risk management. In 2025, the Board achieved an average score of 4.49 out of a total score of 5.
- 2) **Board committee evaluation:** Key assessment topics included the appropriate number of Board committees and their composition, knowledge, experience and appropriateness to perform the duties as specified in the charters of the Board committees; compliance with applicable supervisory rules, regulations and principles; promotion of open communications, meaningful participation and rigorous decision-making at Board committee meetings; appropriate number of Board committee meetings and sufficient duration for effective discussion at such meetings; access to information relevant to issues discussed at the meetings;

Board committee resolutions; and pre-scheduled meeting calendar and regular agenda items. All directors are engaged in the evaluation of every Board committee to better reflect each Board committee's performance. The average scores ranged from 4.47 to 4.68 out of a total score of 5, as follows:

Board committee evaluation	Average score	Rating
SCBX Group Control Committee	4.53	Very good
Executive Committee	4.68	Very good
Audit Committee	4.58	Very good
Nomination, Compensation and Corporate Governance Committee	4.56	Very good
Risk Oversight Committee	4.64	Very good
Technology Committee	4.49	Very good
Corporate Social Responsibility Committee	4.47	Very good
Sustainability Committee	4.47	Very good

- 3) **Individual director evaluation:** Key evaluation topics included contribution, knowledge and abilities, collaboration and integrity. The average scores is 4.68 out of a total score of 5.

There were also open-ended questions designed to solicit opinions and suggestions from directors to further improve the Board's performance, especially in relation to driving the Company towards its vision of being "The Most Admired Regional Financial Technology Group" and an "AI-First Organization" as the main goal to drive the organization.

The average rating of the three sections under the 2025 Board evaluation was "Very Good." The directors offered recommendations on areas for development to further enhance the Board's performance and effectiveness in various dimensions, and the Board is committed to applying the findings from the evaluation to its performance development.



## o Senior Executive Evaluation

The performance evaluation of the Chief Executive Officer is conducted by the Nomination, Compensation and Corporate Governance Committee and is referred to the Board for approval. For the senior executives at chief officer level and higher, their performance is evaluated by the Chief Executive Officer against the predetermined criteria, and the evaluation results are proposed to the Nomination, Compensation and Corporate Governance Committee and subsequently to the Board for approval. These performance evaluations are conducted annually.

### ▪ Succession Planning

The Company places strong emphasis on business continuity and the management of key position risks. To ensure organizational readiness, the Company has implemented systematic and rigorous succession planning for senior leadership roles. This approach strengthens the Company's capability to identify, select, and develop potential successors for critical positions essential to business operations in the event of appointment, reassignment, retirement, resignation, or any circumstance that may result in a vacancy. The Company continuously refines its succession planning processes to align with changes in business structure, strategic direction, and future leadership capability requirements.

In 2025, companies in SCBX Group identified Critical Roles and conducted structured evaluations of potential successors. External candidates were also prepared as an additional pipeline to mitigate risks and ensure management continuity. For most identified successors, the SCBX Group Companies developed Individual Development Plans (IDPs) to support their preparedness in a systematic manner, focusing on strengthening core leadership competencies, expanding exposure through challenging assignments, and assessing progress within an appropriate timeframe. This enables successors to assume their roles confidently when the transition occurs. In addition, the Company implemented risk mitigation measures through regular reviews such as considering external candidates for roles without internal successors, monitoring contractual obligations and retention conditions of key personnel, and developing contingency action plans for high-risk positions, to ensure timely responses and minimize business impact.

In August 2025, the Company announced the appointment of Mr. Arak Sutivong as Chief Executive Officer, effective January 1, 2027, succeeding Mr. Arthid Nanthawithaya, whose term will conclude on December 31, 2026. This planned transition reflects the Company's commitment to ensuring leadership continuity and a smooth succession process.

### ▪ Board Meetings

The Board meeting is scheduled to be held once every month (except December), and the meeting schedule is planned for the entire year in advance. A Board meeting invitation, meeting agenda and supporting documents must be sent to all directors at least five business days prior to the meeting date, unless an urgent necessity requires otherwise. In addition, the Chairman of the Board may call special meetings as necessary. In accordance with the Board Charter, the Chairman of the Board determines the agenda of each Board meeting. The Company also rules that at least two-thirds of all directors should be present during the voting procedure. Upon the conclusion of each Board of Directors' meeting, the Company Secretary is responsible for preparing written minutes that comprehensively cover all matters discussed, including content and opinions expressed. The minutes are systematically maintained to ensure proper record-keeping for auditing.

In addition, a non-executive director meeting is regularly held at least once a year to provide a forum for non-executive directors to freely discuss and exchange opinions about management-related issues without the participation by executive directors. In 2025, two such meetings were convened on June 28, 2025, and November 28, 2025, respectively. Furthermore, the Board also reviews and approves the Company's strategy through the special meeting at least annually for the directors and senior executives to jointly review, discuss and develop a medium to long-term strategy to be in line with the situation. The Board of Directors has a duty to supervise and monitor the Management to ensure they consistently follow the plans in line with the organization's direction and strategies. The Management has a duty to report the results of performance to the Board meeting on a monthly basis.



In 2025, there were a total of 16 physical and virtual Board meetings, and the meeting attendance of every director was above 75 percent, which is in compliance with the requirements stipulated in the Charter of the Board. Details of individual directors' attendance at the meetings of the Board and Board Committees in 2025 are summarized below.

### Individual Directors' Meeting Attendance in 2025

NAME	MEETINGS ATTENDED / TOTAL MEETINGS													
	BOARD OF DIRECTORS			NON-EXECUTIVE DIRECTORS MEETING	BOARD COMMITTEES									THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS
	PHYSICAL MEETING	VIA ELECTRONICS MEANS	TOTAL		SCBX GROUP CONTROL COMMITTEE	EXECUTIVE COMMITTEE	AUDIT COMMITTEE	NOMINATION, COMPENSATION AND CORPORATE GOVERNANCE COMMITTEE	RISK OVERSIGHT COMMITTEE	TECHNOLOGY COMMITTEE	SUSTAINABILITY COMMITTEE	CORPORATE SOCIAL RESPONSIBILITY COMMITTEE		
1. Air Chief Marshal Satitpong Sukvimol	12	4	16/16	2/2	-	-	-	-	-	-	-	4/4	1/1	
2. Police Colonel Thumnithi Wanichthanom	13	3	16/16	2/2	25/25	13/13	-	11/12	-	-	-	4/4	1/1	
3. Mr. Prasan Chuaphanich	15	1	16/16	2/2	24/25	12/13	-	11/12	-	-	-	-	1/1	
4. Mr. Winid Silamongkol	13	3	16/16	2/2	-	-	13/13	-	-	-	-	-	1/1	
5. Mr. Pailin Chuchottaworn	14	2	16/16	2/2	22/25	12/13	-	9/9	-	12/12	-	-	1/1	
6. Mrs. Kulpatra Sirodom	13	3	16/16	2/2	-	-	13/13	-	16/16	-	6/6	4/4	1/1	
7. Mr. Veerathai Santiprabhob	13	3	16/16	2/2	-	-	-	-	-	12/12	6/6	-	1/1	
8. Mr. Kan Trakulhoon	13	3	16/16	2/2	25/25	-	-	12/12	-	-	-	-	1/1	
9. Miss Jareeporn Jarukornsakul	10	5	15/16	2/2	17/19	13/13	-	10/12	-	-	-	-	1/1	
10. Mr. Apisak Tantivorawong	14	2	16/16	2/2	24/25	13/13	-	-	-	-	-	-	1/1	
11. Mr. Chairat Panthuraamphorn	11	4	15/16	2/2	-	-	-	-	-	-	-	4/4	1/1	
12. Mrs. Nuntawan Sakuntanaga	11	4	15/16	2/2	-	-	13/13	-	-	-	-	-	1/1	
13. Miss Kulaya Tantitemit	12	2	14/16	2/2	-	-	-	-	12/16	-	-	4/4	1/1	
14. Mr. Tibordee Wattanakul	12	3	15/16	2/2	-	-	-	-	13/16	-	6/6	-	1/1	
15. Mr. Komkrit Kietduriyakul	10	0	10/10	2/2	-	-	-	-	11/11	-	-	-	-	
16. Mr. Arthid Nanthawithaya	14	2	16/16	-	25/25	13/13	-	-	13/16	12/12	-	-	1/1	

**Remark:** Changes in the Board and Board committees in 2025

- Mr. Veerathai Santiprabhob was appointed as Chairman of the Sustainability Committee, effective on January 21, 2025.
- Mrs. Kulpatra Sirodom and Mr. Tibordee Wattanakul were appointed as Members of the Sustainability Committee, effective on January 21, 2025.
- Miss Jareeporn Jarukornsakul was appointed as a Member of the SCBX Group Control Committee, effective on February 19, 2025.
- Mr. Kan Trakulhoon vacated his seat as Chairman of the Nomination, Compensation and Corporate Governance Committee and was appointed as Member of the Nomination, Compensation and Corporate Governance Committee, effective on April 4, 2025.
- Mr. Pailin Chuchottaworn was appointed as Chairman of the Nomination, Compensation, and Corporate Governance Committee, effective on April 4, 2025.
- Mr. Komkrit Kietduriyakul was appointed as the Independent Director and Member of the Risk Oversight Committee, effective on April 4, 2025.
- Mr. Prasan Chuaphanich was appointed as the Vice Chairman of the Board, effective on April 21, 2025.

**Director Remuneration**

Article 22. of the Company's Articles of Association stipulates that "A director is entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuities, bonuses or any other nature of benefits pursuant to the Articles of Association or as determined by the meeting of shareholders, whereby such remuneration may be fixed in an exact amount or may be subject to the criteria laid out, which may be specified from time to time or remain effective until changed. In addition, a director is also entitled to receive allowance and any welfare according to the Company's rules." The remuneration determination will be based on a policy that remuneration shall be commensurate with the functional duties and responsibilities of directors, who must fulfill the expectations of various groups of stakeholders, comparable to companies in the same industry and comply with applicable laws and regulations. It is thus necessary that the Company's directors possess appropriate experience and qualifications, and each director's remuneration reflects his/her roles, responsibilities and risks. The 2025 Annual General Meeting of Shareholders on April 4, 2025, approved the remuneration of directors and members of the Board committees for the year 2025 and the directors' bonus based on the 2024 operational results as follows.

**1) The remuneration of directors and members of the Board committees for the year 2025**

Committees	Year 2025 (Baht)			
	Monthly Remuneration		Meeting Allowance	
	Chairman	Director / Member	Chairman	Director / Member
Board of Directors	250,000	150,000	-	-
<b>Board Committees</b>				
1) SCBX Group Control Committee	150,000	100,000	-	-
2) Executive Committee	150,000	100,000	10,000	10,000
3) Audit Committee	80,000	60,000	10,000	10,000
4) Nomination, Compensation and Corporate Governance Committee	50,000	40,000	5,000	5,000
5) Risk Oversight Committee	50,000	40,000	5,000	5,000
6) Technology Committee	50,000	40,000	5,000	5,000
7) Sustainability Committee	50,000	40,000	5,000	5,000
8) Corporate Social Responsibility Committee	50,000	40,000	5,000	5,000

Remark: It should be noted that committee members who are executives of the Company should not be entitled to remuneration from the Board Committees, and the Chief Executive Officer is not entitled to the directors' bonus.



## 2) Directors' Bonus based on the 2024 Operational Results:

At the rate of not over 0.08 percent of the Company's 2024 consolidated net profit. Such bonus will be allocated among directors at their discretion.

## 3) Other benefits:

Directors of the Company are entitled to receive other benefits and welfare in accordance with the Company's regulations stipulated pursuant to Article 22 of the Company's Articles of Association. Their medical benefits, including medical expenses and annual medical check-up, are equivalent to those offered to senior executives at the Chief level and above.

## Directors' remuneration 2025

NAME	DIRECTORS' REMUNERATION (BAHT)									DIRECTORS' BONUS BASED ON THE 2024 OPERATING RESULTS	TOTAL
	BOARD OF DIRECTORS	BOARD COMMITTEES									
		SCBX GROUP CONTROL COMMITTEE	EXECUTIVE COMMITTEE	AUDIT COMMITTEE	NOMINATION, COMPENSATION AND CORPORATE GOVERNANCE COMMITTEE	RISK OVERSIGHT COMMITTEE	TECHNOLOGY COMMITTEE	SUSTAINABILITY COMMITTEE	CORPORATE SOCIAL RESPONSIBILITY COMMITTEE		
1. Air Chief Marshal Satitpong Sukvimol	1,800,000.00	-	-	-	-	-	-	-	500,000.00	2,231,069.63	4,531,069.63
2. Police Colonel Thumnithi Wanichthanom	3,000,000.00	2,585,000.00	1,330,000.00	-	535,000.00	-	-	-	620,000.00	2,733,974.66	10,803,974.66
3. Mr. Prasan Chuaphanich	1,800,000.00	1,723,333.33	1,920,000.00	-	535,000.00	-	-	-	-	2,231,069.63	8,209,402.96
4. Mr. Winid Silamongkol	1,800,000.00	-	-	1,130,000.00	-	-	-	-	-	2,231,069.63	5,161,069.63
5. Mr. Pailin Chuchottaworn	1,800,000.00	1,436,666.67	1,310,000.00	-	490,000.00	-	660,000.00	-	-	2,231,069.63	7,927,736.30
6. Mrs. Kulpatra Sirodom	1,800,000.00	-	-	890,000.00	-	680,000.00	-	484,666.67	500,000.00	2,231,069.63	6,585,736.30



NAME	DIRECTORS' REMUNERATION (BAHT)										TOTAL
	BOARD OF DIRECTORS	BOARD COMMITTEES								DIRECTORS' BONUS BASED ON THE 2024 OPERATING RESULTS	
		SCBX GROUP CONTROL COMMITTEE	EXECUTIVE COMMITTEE	AUDIT COMMITTEE	NOMINATION, COMPENSATION AND CORPORATE GOVERNANCE COMMITTEE	RISK OVERSIGHT COMMITTEE	TECHNOLOGY COMMITTEE	SUSTAINABILITY COMMITTEE	CORPORATE SOCIAL RESPONSIBILITY COMMITTEE		
7. Mr. Veerathai Santiprabhob	1,800,000.00		-	-	-	-	540,000.00	598,333.33	-	646,156.78	3,584,490.11
8. Mr. Kan Trakulhoon	1,800,000.00	1,723,333.33			571,000.00	-	-	-		2,231,069.63	6,325,402.96
9. Miss Jareeporn Jarukornsakul	1,800,000.00	1,040,000.00	1,330,000.00		530,000.00	-	-	-		2,231,069.63	6,931,069.63
10. Mr. Apisak Tantivorawong	1,800,000.00	1,723,333.33	1,330,000.00			-	-	-		2,231,069.63	7,084,402.96
11. Mr. Chairat Panthuraamphorn	1,800,000.00		-		-	-	-	-	500,000.00	2,231,069.63	4,531,069.63
12. Mrs. Nuntawan Sakuntanaga	1,800,000.00		-	880,000.00	-	-	-	-		2,231,069.63	4,911,069.63
13. Miss Kulaya Tantitemit	1,800,000.00		-		-	540,000.00	-	-	500,000.00	2,231,069.63	5,071,069.63
14. Mr. Tibordee Wattanakul	1,800,000.00		-	-	-	545,000.00	-	484,666.67	-	2,231,069.63	5,060,736.30
15. Mr. Komkrit Kietduriyakul	1,335,000.00		-	-	-	411,000.00	-	-	-	-	1,746,000.00
16. Mr. Arthid Nanthawithaya	1,800,000.00		-	-	-	-	-	-	-	-	1,800,000.00
<b>DIRECTOR RESIGNING IN 2024</b>											
Mr. Vichit Suraphongchai	-	-	-	-	-	-	-	-	-	1,847,033.00	1,847,033.00



In 2025, Independent Directors of SCBX who also served as directors of SCBX Group's companies received remuneration for holding such positions. Details are as follows:

	Name	Remuneration (Baht)		Total of Remuneration	Remark
		Monthly Remuneration and Meeting Allowance	Directors' Bonus		
1.	Mr. Apisak Tantivorawong	2,400,000	3,063,830	5,463,830	Chairman of the Board and Independent Director of the Siam Commercial Bank Public Company Limited.
2.	Mr. Pailin Chuchottaworn	640,000	-	640,000	Independent Director and Chairman of the Risk Oversight Committee of SCB 10X Company Limited
		480,000	-	480,000	Chairman of the Board of SCB DataX Company Limited
		360,000	-	360,000	Chairman of the Board of SCB Tech X Company Limited
3.	Mrs. Kulpatra Sirodom	860,000	-	860,000	Independent Director and Chairman of the Audit Committee of Card X Company Limited
		903,333	-	903,333	Chairman of the Board and Chairman of the Risk Oversight Committee of InnovestX Securities Company Limited
4.	Mrs. Nuntawan Sakuntanaga	655,000	-	655,000	Independent Director and Chairman of the Audit Committee of Auto X Company Limited
5.	Mr. Komkrit Kietduriyakul	145,000	-	145,000	Independent Director of SCB 10X Company Limited



## Directors and Directors' remuneration of core business subsidiaries (as of December 31, 2025)

### The Siam Commercial Bank Public Company Limited

Name	Position
1. Mr. Apisak Tantivorawong	Chairman of the Board and Independent Director
2. Air Chief Marshal Satitpong Sukvimol	Director and Member of the Corporate Social Responsibility Committee
3. Police Colonel Thumnithi Wanichthanom	Director, Chairman of the Corporate Social Responsibility Committee and Member of the Executive Committee
4. Mr. Kan Trakulhoon	Director, Chairman of the Executive Committee and Member of the Nomination, Compensation and Corporate Governance Committee
5. Mr. Chaovalit Ekabut	Independent Director and Chairman of the Audit Committee
6. Mr. Prasan Chuaphanich	Director and Member of the Executive Committee
7. Mr. Chakkrit Parapuntakul	Director, Member of the Risk Oversight Committee and Member of the Nomination, Compensation and Corporate Governance Committee
8. Mr. Pasu Decharin	Independent Director, Chairman of the Risk Oversight Committee and Member of the Audit Committee
9. Mr. Prasong Vinaiphath	Independent Director and Chairman of the Nomination, Compensation and Corporate Governance Committee
10. Mrs. Prisana Praharnkhasuk	Independent Director, Member of the Audit Committee and Member of the Nomination, Compensation and Corporate Governance Committee
11. Miss Kulaya Tantitemit	Director, Member of the Risk Oversight Committee and Member of the Corporate Social Responsibility Committee
12. Mr. Supot Tiarawut	Independent Director and Chairman of the Technology Committee
13. Mr. Surasak Khaoroptham	Director and Member of the Executive Committee
14. Mr. Arthid Nanthawithaya	Director, Member of the Executive Committee and Member of the Technology Committee
15. Mr. Arak Sutivong	Director and Member of the Executive Committee
16. Mr. Kris Chantanotoke	Director, Chief Executive Officer, Member of the Executive Committee, Member of the Risk Oversight Committee, Member of the Technology Committee and Member of the Corporate Social Responsibility Committee



In 2025, director remuneration paid by the Bank totaled Baht 65.49 million as detailed below:

Committees	Monthly Remuneration (Baht/Month)		Meeting Allowance Only for attending directors (Baht/Time)	
	Chairman	Director / Member	Chairman	Director / Member
Board of Directors	200,000	120,000	-	-
Board Committees				
1. Executive Committee	100,000	80,000	10,000	10,000
2. Audit Committee	60,000	50,000	10,000	10,000
3. Nomination, Compensation and Corporate Governance Committee	45,000	35,000	5,000	5,000
4. Risk Oversight Committee	45,000	35,000	5,000	5,000
5. Technology Committee	45,000	35,000	5,000	5,000
6. Corporate Social Responsibility Committee	45,000	35,000	5,000	5,000

Remark: It should be noted that the executive directors and senior executives of the Bank do not receive remuneration for serving on Board committees.

Directors' Bonus based on the 2024 Operational Results is Baht 32 million, such bonus will be allocated among directors at their discretion.

Directors are entitled to other benefits and welfare in accordance with the Bank's regulations. Their medical benefits, including an annual medical check-up, are equivalent to those offered to the Bank's executives at the Executive Vice President level or higher.



## Card X Company Limited

Name	Position
Mr. Arthid Nanthawithaya	Chairman of the Board and Chairman of the Executive Committee
Air Chief Marshal Satitpong Sukvimol	Director
Mr. Thaweesak Koanantakool	Director and Chairman of the Technology Committee
Mrs. Kulpatra Sirodom	Independent Director and Chairman of the Audit Committee
Police General Visanu Prasattongsoth	Independent Director and Member of the Audit Committee
Mr. Kanchit Bunajinda	Independent Director
Mr. Pasu Decharin	Independent Director, Chairman of the Risk Oversight Committee and Member of the Audit Committee
Mr. Paroche Hutachareon	Independent Director
Mr. Sarut Ruttanaporn	Director, Chief Executive Officer, Member of the Executive Committee, Member of the Risk Oversight Committee and Member of the Technology Committee

In 2025, director remuneration paid by Card X totaled Baht 5.61 million as detailed below:

Committees	Monthly Remuneration (Baht/Month)		Meeting Allowance Only for attending directors (Baht/Meeting)	
	Chairman	Director / Member	Chairman	Director / Member
Board of Directors	50,000	40,000	-	-
Board Committees				
1. Executive Committee	30,000	20,000	-	-
2. Audit Committee	30,000	20,000	5,000	5,000
3. Risk Oversight Committee	20,000	15,000	5,000	5,000
4. Technology Committee	20,000	15,000	-	-

Remark: The executives of any company in the SCBX Group will not receive remuneration for serving as a director and/or member of a board committee of their company and other companies in the SCBX Group (except for the position of CEO, which is subject to the criteria for determining the director's remuneration of companies in the SCBX Group)



## Auto X Company Limited

Name	Position
Mr. Prasan Chuaphanich	Chairman of the Board
Police Colonel Thumnithi Wanichthanom	Director and Member of the Risk Oversight Committee
Mrs. Wallaya Kaewrungruang	Director and Chairman of the Executive Committee
Mrs. Nuntawan Sakuntanaga	Independent Director and Chairman of the Audit Committee
Mrs. Kannika Ngamsopee	Independent Director and Chairman of the Risk Oversight Committee and Member of the Audit Committee
Police General Manoo Mekmok	Independent Director, Member of the Executive Committee and Member of the Audit Committee
Mr. Weeradej Ackapolpanich	Independent Director, Member of the Executive Committee and Member of the Audit Committee
Mr. Teevara Sumawong	Independent Director and Member of the Risk Oversight Committee
Mrs. Jantira Buruspat	Independent Director and Member of the Risk Oversight Committee
Mr. Manop Sangiambut	Director, Member of the Executive Committee, Member of the Risk Oversight Committee and Chief Executive Officer

In 2025, director remuneration paid by Auto X totaled Baht 6.77 million as detailed below:

Committees	Monthly Remuneration (Baht/Month)		Meeting Allowance Only for attending directors (Baht/Meeting)	
	Chairman	Director / Member	Chairman	Director / Member
Board of Directors	50,000	40,000	-	-
Board Committees				
1. Executive Committee	30,000	20,000	5,000	5,000
2. Audit Committee	30,000	20,000	5,000	5,000
3. Risk Oversight Committee	20,000	15,000	5,000	5,000

Remark: The executives of any company in the SCBX Group will not receive remuneration for serving as a director and/or member of a board committee of their company and other companies in the SCBX Group (except for the position of CEO, which is subject to the criteria for determining the director's remuneration of companies in the SCBX Group)



## Internal Control and Risk Management

The Company regularly monitors its internal control system and risk management system and annually evaluates the adequacy of these systems, including the governance of connected transactions and the prevention of conflicts of interest. The monitoring and evaluation framework is based on the international internal control standard developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) which encompasses five key components: 1) control environment, 2) risk assessment, 3) control activities, 4) information and communication, and 5) monitoring activities.

## Oversight of Companies in the Group

As the parent company of the Group, SCBX recognized the importance of overseeing the SCBX Group to ensure that its business operations are aligned with the Company's policies and practices. The Board of Directors oversees the compliance of subsidiaries and associated companies with applicable laws, regulations, and relevant requirements, including the disclosure of financial position and operating results, related-party transactions, acquisitions or disposals of assets, as well as other significant transactions, in accordance with the same standards applied to the Company. To ensure the efficiency of SCBX Group's business operations, the Company has adopted key operational guidelines summarized as follows:

- o The establishment of the SCBX Group Control Committee (GCC) aims to supervise, control, and monitor the operations of the Company and portfolio companies in the SCBX Group in accordance with the Group's plans and policies in order to maximize the overall benefit to the SCBX Group and to prevent conflicts, as well as to comply with the regulations of the Bank of Thailand and other relevant regulatory authorities. The GCC will consider and give opinions on matters of significant importance to the operations of SCBX and companies within the Group.
- o The establishment of the Sustainability Committee aims to support and drive the SCBX Group's business sustainability initiatives, promoting sustainable business growth while prioritizing Environmental, Social, and Governance (ESG) practices, particularly climate change. The Committee ensures that the Group's performance growth is balanced with effective risk management, taking into account both positive and negative impacts on relevant stakeholders, under a robust corporate governance framework.
- o The appointment of directors and senior executives to serve as directors and executives of companies within the Group is subject to consideration by the Nomination, Compensation and Corporate Governance Committee and the Board of Directors, in accordance with the Group's subsidiaries governance policy. In addition, criteria for determining the remuneration of directors within the SCBX Group have been established to ensure alignment and consistency across all Group companies.
- o The processes for proposing significant matters, including the preparation of annual business plan, the establishment of performance targets (such as Performance Targets, Corporate KPIs, or other equivalent terms), and the assessment of performance of subsidiaries against established targets has been clearly defined. Before the management of Group companies submits such matters to Group CEO, the management of each subsidiary is required to first discuss and review the matters jointly with SCBX management. Thereafter, the Group CEO will propose the matters to the SCBX Board of Directors for approval with the Chairman and the executives of the relevant subsidiary shall provide explanations or additional information as necessary to the Board for consideration.
- o The Group's risk appetite, risk management policy, and risk management framework for the SCBX Group companies have been established for the Group companies to formulate their own material risk management policies. These policies must be reviewed at least annually or upon significant changes to effectively address associated risks. In addition, the role of the SCBX Risk Management function is strengthened to serve as the Group's Risk Center of Excellence, enhancing risk management capabilities across all SCBX Group companies. The companies in the SCBX Group are required to establish a standardized governance structure which incorporates a risk oversight committee, or a risk management committee befitting the level of complexity and risks specific to them.



- o Enhancing the effectiveness of compliance governance across SCBX Group companies, as well as promoting the awareness of risk culture to ensure strict adherence to regulatory requirements, is a key priority. These efforts aim to prevent any business operations within the Group companies from violating applicable laws or regulatory provisions. The Company has implemented various mechanisms and tools to establish the Group-wide standards and framework, and to monitor and control the quality of work to comply with the specified standards.
  - o The scope of authority of portfolio companies in the Group to identify matters that must be escalated to the Board or the meetings of shareholders of the Company is in accordance with the subsidiaries governance policy. A playbook enunciating approval processes applicable to key matters concerning directors, executives, business development investment, strategy and finance, risk management, governance and control, internal audit, and technology has been developed as a framework to ensure that approvals of key matters are in accordance with established policies.
  - o For reporting and performance monitoring, the Board of Directors of each company within the Group plays a key role in overseeing its respective company. The boards of Group companies comprise directors and senior executives of the Company who also serve as directors of the subsidiaries.
  - o Business directions, targets and key policies of the SCBX Group are regularly communicated at Group Chairpersons' meetings. In addition, the Company's management communicates with the management teams of companies in the Group on a regular basis through means, such as the Compliance Function communicates the Group's policies via Compliance Forum.
  - o The Company established Centers of Excellence (CoEs) dedicated to building group-wide capabilities and foundations in the areas of, among others, cybersecurity, data and AI integration to support current operations and future endeavors of companies in SCBX Group.
  - o The Portfolio Value Creation Function was established with three key areas of responsibilities: 1) promoting the Group's operational transparency through insights that extend beyond financial performance; 2) managing and stewarding value creation roadmaps and/or intervention plans to address challenges within the portfolio companies; and 3) proactively engaging with SCBX portfolio companies to ensure strategic alignment and to drive collaboration across the Group.
  - o The establishment of the SCBX Group Procurement Oversight Committee aims to provide strategic oversight of the Group's procurement activities in alignment with the Group Procurement Policy. The Committee is responsible for overseeing the vendor selection processes to ensure appropriate checks and balances, providing recommendations for improving the Procurement Policy and proposing such policy to the Executive Committee for approval, monitoring the Group's procurement operations, as well as reporting procurement information and cost-saving achievement.
- In addition, the Board delegates the Audit Committee to independently oversee and monitor compliance of companies in the SCBX Group with the Company's policies and review their financial statements to ensure accuracy. The Audit function will supervise and support the audit operation of portfolio companies. Also, to promote transparency and prevent conflicts of interest, the Company, as the parent company, has established intra-group transaction policies and regulations based on applicable regulatory and legal requirements to provide them with standard operational guidelines.



## ■ Prevention of Conflicts of Interest

To manage conflicts of interest arising from its business operations, the Company implements the following measures, which are based on ethical principles:

- Adopt controlling, monitoring and preventive measures for transactions involving potential conflicts of interest or inappropriate connected or related party transactions by establishing policies, procedures and processes for considering and approving such transactions. Also, disclosure and approval of connected transactions are made in compliance with applicable regulatory requirements and regulations, as well as codes of conduct of companies in the Group for the best benefit of the Group and all shareholders.
- Compile reports on conflicts of interest of directors and persons with management authority. The Company requires its directors and persons with management authority to report any conflicts of interest concerning themselves and their related parties to the Company through the Company Secretary on an annual basis, as well as to notify the Company of any changes related to their holding of positions in other entities and any material changes to their holding of securities (ordinary shares, debentures, certificates representing the rights to purchase shares and certificates representing the rights to purchase debentures). The Company Secretary is responsible for collecting such reports and submitting the copies of the conflict-of-interest reports to the Chairman of the Board and the Chairman of the Audit Committee in compliance with the Securities and Exchange Act B.E. 2535. This information is also used by the Company to monitor transactions between the Company and directors, persons with management authority, and/or their related parties in accordance with applicable legal requirements.
- Prevention of Misuse of Inside Information
  - Enforce the Prevention of Misuse of Inside Information to prohibit executives and employees from disclosing or using confidential information or inside information that has not yet been publicly released to seek undue benefits for themselves or others either directly or indirectly, with or without compensation. Insider trading is also prohibited.
  - Implement controlling measures applicable to securities trading and require directors, executives and employees potentially having access to inside information, and their related parties, to prevent the use of information from positions, duties, or operations to gain improper benefits for themselves or others.
  - Advance declaration of the Company's stock trading by providing a policy and report form for directors and senior executives to inform the Board of Directors about the Company's stock trading at least one day in advance before trading.
  - Require the separation of workplace locations among units whose operations might involve conflicts of interest in order to prevent information leakage.
- Related Party and Connected Transactions
  - Establish regulations governing connected transactions and a prudent consideration process to protect the best interests of the Company and its shareholders.



- Require that related party transactions between the Company and its executives, major shareholders and related parties shall in no way constitute the transfer of the Company's benefits to related parties.
  - Prohibit directors and employees who have a stake in or are related to any transactions from participating in the consideration process of such transactions to ensure that the decisions on such transactions are fully for the benefit of the Company.
- o Giving and Receiving Gifts, Entertainment, and Other Benefits
- The Company has a policy of not accepting or giving gifts on any festivals (No Gift Policy). However, if it is impossible to refuse because it is a traditional gift, the gift received or given must have the logo of the Group Company, customer company or business partner only. Giving and receiving gifts, entertainment or other benefits are intended as business courtesies and must be discreet, prudent, reasonable and appropriate in terms of value, occasion and customary practice.
  - Do not offer, respond to, or solicit bribes or any other inappropriate benefits directly or indirectly to/from customers, government agencies, private entities, or third parties, for the purpose of influencing their objectivity and discretionary decisions, or performance of duty, or to gain undue benefits.

In 2025, the Company had no breach relating to conflicts of interest.

#### ▪ Misuse of Inside Information for Undue Gains

The Company establishes ethical standards within the framework of prevention against conflicts of interest and misuse of inside information. In doing so, the Company lays emphasis on the confidentiality and management of information of the Company and its customers and adopts rigorous information management practices as follows:

##### 1. Information Management

- Protect, retain, and handle non-disclosable information of customers and the Company in accordance with laws. Collection, handling, protection, and use of customers' personal information must be appropriately conducted.
- Do not disclose information of customers and the Company, unless consent is granted by customers or the Company, as applicable, or otherwise required by relevant laws.

##### 2. Communications

- The Company aims to disclose its information to shareholders, investors, and the public in an accurate, complete, comprehensive, and timely manner, and in compliance with related laws and regulations.
- Any communication, statement, or release of information about the Company and its businesses and customers must be accurate and appropriate. Such communication, statement or release of information to any press or media must be conducted only by persons designated to release information on behalf of the Company.

In 2025, the Company had no breach relating to misuse of inside information.



## (B) Measures for Compliance with the Corporate Governance Policy and Practices

To ensure compliance with the established Corporate Governance Policy and practices, the Company initially builds awareness in this respect among directors, executives and employees at all levels through the dissemination of important policies and regulations that are related to corporate governance via its Company's website and intranet. The Company also offers training courses specifically related to, for example, codes of conduct and corporate governance policy, including conflicts of interest, use of inside information, anti-corruption and risk management. These courses are mandatory for all executives and employees to complete annual online training and assessments on these subjects; all employees are required to take relevant refresher courses every year. As for directors, there is communication through director orientation sessions, including requiring directors to sign for acknowledgment and pledge to act according to the SCBX Group codes of conduct and corporate governance policy above. For matters related to directors and executives, the Company assigns executives of relevant functions, such as the Audit Function, Legal Function, Compliance Function and Human Resources Function, Company Secretary, and secretaries of the Board committees, to provide support to the Board in order that the Board can operate in compliance with applicable legal and regulatory requirements. To that end, relevant policies must be cascaded across relevant departments, and discussions with such departments about suitable practices must be regularly held. At each Board meeting, the Board monitors corporate governance matters through the reports from the Board committees.

## (C) Reports of Board Committees

- Report of the SCBX Group Control Committee
- Report of the Executive Committee
- Report of the Audit Committee
- Report of the Nomination, Compensation and Corporate Governance Committee
- Report of the Risk Oversight Committee
- Report of the Technology Committee
- Report of the Sustainability Committee
- Report of the Corporate Social Responsibility Committee