

Attachment 9

Report of the Risk Management Committee

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Dear Shareholders,

The Board of Directors of TEAM Consulting Engineering and Management Public Company Limited (the "Company") places great importance on corporate governance under the principles of Good Corporate Governance to ensure that the Company's risk management is both efficient and effective. As of 31 December 2025, the Risk Management Committee consists of five qualified directors (each serving a term of three years), as follows:

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| 1. Assoc. Prof. Dr. Chamlong Prabkeao | Chairman of the Risk Management Committee |
| 2. Air Chief Marshal Kongsak Chantarasopa | Member of the Risk Management Committee |
| 3. Asst. Prof. Dr. Denpong Soodphakdee | Member of the Risk Management Committee |
| 4. Mr. Chawalit Chantararat | Member of the Risk Management Committee |
| 5. Mr. Meererk Passara | Member of the Risk Management Committee |

Mr. Sita Tansiri serves as the Secretary of the Risk Management Committee, and Ms. Pattra Naloyphong is the Secretary Assistant of the the Risk Management Committee

In 2025, amid external volatility and emerging technologies, the Risk Management Committee performed its duties with diligence, closely monitoring and overseeing risks in accordance with the principles of good corporate governance. The Committee convened a total of four meetings, with full attendance by all members (100%). The outcomes of each meeting were reported to the Board of Directors on a quarterly basis for consideration, to ensure that the Company maintains a strong preventive risk management system while creating opportunities for sustainable growth. The key activities are summarized as follows:

1. Proactive Risk Management Toward AAA Sustainability Standards

The Company emphasizes the integration of risk management with environmental, social, and governance (ESG) dimensions in a unified and holistic manner. This approach has led to recognition at both international and national levels, as reflected in the following key achievements:

- SET ESG Ratings at AAA level:** Reflects the organization's efficiency and resilience, as well as its comprehensive systemic risk management across all dimensions of sustainability
- Sustainability Excellence Award:** An honorary award that affirms success in driving a business that creates shared value for society and the environment alongside profitability
- Evaluation of CG Score at the 5-Star Level:** Rated "Excellent" for the fifth consecutive year, reflecting strong corporate governance standards, transparency, and highly effective risk management mechanisms

2. Top Risk Management (Five Dimensions of Key Risk Governance)

The Risk Management Committee has rigorously overseen and monitored the status of key risks in accordance with COSO ERM 2017 standards and the guidelines of the Stock Exchange of Thailand, integrating sustainability dimensions into the risk management process, covering all five dimensions as follows:

Dimension 1: Strategic & Market Risk (SR1, SR2)

- Focus on an Integrated Solutions strategy and enhance positioning as a Climate Change consultant to mitigate risks arising from misalignment with market direction and to maintain the Company's image as a leader in engineering

Dimension 2: Operational & Business Risk (BR1, BR4, BR5)

- Control work quality in accordance with ISO 9001:2015 standards and adopt BIM/Digital Twin technologies to improve accuracy and reduce errors
- Strengthen cybersecurity through a 24/7 Security Operations Center (SOC) to protect against digital threats

Dimension 3: Financial Risk (BR2)

- Work progress and cash flow management: Emphasize proactive liquidity management to ensure operational flexibility, while strictly enforcing a Zero Tolerance policy on fraud across all financial processes

Dimension 4: Compliance Risk (BR3, BR6)

- Sustainable supplier management (BR6) : Conduct ESG assessments for 100% of new suppliers to establish a transparent and socially responsible supply chain in line with green procurement standards
- Regulatory compliance: Continuously monitor compliance with PDPA and international sustainability reporting standards (GRI, SASB, TCFD)

Dimension 5: Emerging Risks (ER1, ER2, ER3) The Committee has assessed risks over the next 1–5 years to establish proactive measures aligned with regulatory requirements and international standards, as follows:

1. New ESG Regulations and Standards (ER2)

- Measures:** Prepare for upcoming regulations, such as the Climate Change Act and the European Union's Carbon Border Adjustment Mechanism (CBAM)
- Linkage:** Enforce 100% ESG supplier assessments to ensure that our supply chain is transparent and globally competitive (linked to BR6)

2. Climate Change (ER1)

- Measures:** Assess impacts from physical risks (e.g. natural disasters) and transition risks (e.g. carbon reduction policies) in accordance with the international TCFD framework
- Linkage:** Utilize the insights to develop “Climate Change Advisory” services and expand our client base in the sustainability sector (linked to SR1)

3. Technological Transformation (ER3)

- Measures:** Invest in AI technologies and digital platforms to enhance speed and accuracy in operations
- Linkage:** Build upon the application of BIM and Digital Twin technologies in engineering to continuously elevate our service standards (linked to BR5)

3. Proactive Risk Planning and Risk Culture

To ensure that risk management becomes an integral part of routine operations and is embedded as a sustainable business practice, the Committee has driven key initiatives to establish a strong foundation as follows:

- Integration of Risk Planning with Business Strategy:** The Committee has reviewed and approved the 2026 annual risk management plan, which has been developed in parallel with the organization’s strategic planning. This ensures that risk mitigation measures are well-prepared and sufficiently adaptable to respond promptly to emerging technologies and rapid changes (ER3)
- Enhancement of Governance and Transparency:** The Charter of the Risk Management Committee has been updated to remain current and aligned with the present environment. In addition, a culture of “Risk Ownership” has been fostered across the organization
- Development of Risk-Aware Personnel:** Training programs have been supported and delivered to a total of 885 employees to transform risk management from a theoretical concept into practical implementation at every stage of operations

In summary, the Risk Management Committee is confident that an effective and comprehensive risk management system will serve as a key mechanism to safeguard the organization’s value, while also creating added value for shareholders and all stakeholders in a stable and sustainable manner over the long term

On behalf of the Risk Management Committee
- *Assoc. Prof. Dr. Chamlong Prabkeao* -
Chairman of the Risk Management Committee