

# Sustainability Performance Results

## Operating Guidelines

### Governance & Economic Dimension



SDGs 5: Achieve gender equality and empower all women and girls.  
5.1 End all forms of discrimination against all women and girls everywhere.

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SDGs 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.  
8.1 Sustain per capita economic growth in accordance with national circumstances.  
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation.

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SDGs 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.  
9.b Support domestic technology development.  
9.c Increase access to information and communications technology.

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SDGs 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.  
11.2 Participatory, integrated, and sustainable urban and community planning and management.

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SDGs 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.  
16.2 Rule of law and equal access to justice.  
16.4 Reduce corruption.  
16.5 Develop effective, transparent institutions.

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### Targets Table

Indicator	2025	2026	2027	2030
1. Complaints relating to violations of the Code of Conduct by directors, executives, and employees	0 cases	0 cases	0 cases	0 cases
2. Complaints relating to corruption involving directors, executives, and employees	0 cases	0 cases	0 cases	0 cases
3. Directors, executives, and employees receiving training and assessment on the Business Code of Conduct	60%	100%	100% (continuous)	100% (continuous)
4. Directors, executives, and employees receiving anti-corruption training	60%	100%	100% (continuous)	100% (continuous)
5. Corporate governance rating by an internationally recognized institution or equivalent	Excellent ▲▲▲▲▲	Excellent ▲▲▲▲▲	Excellent ▲▲▲▲▲	Excellent ▲▲▲▲▲

### Performance Results 2023–2025

Indicator	2023	2024	2025
1. Complaints relating to violations of the Code of Conduct by directors, executives, and employees	0 cases	0 cases	0 cases
2. Complaints relating to corruption involving directors, executives, and employees	0 cases	0 cases	0 cases
3. Directors, executives, and employees receiving training and assessment on the Business Code of Conduct	NA*	NA*	91.99%
4. Directors, executives, and employees receiving anti-corruption training	NA*	NA*	82.79%
5. Corporate governance rating by an internationally recognized institution or equivalent	Excellent ▲▲▲▲▲	Excellent ▲▲▲▲▲	Excellent ▲▲▲▲▲

Note: \*In 2023–2024, 100% of directors, executives, and employees received communication reinforcing the Business Code of Conduct and Anti-Corruption Policy.

## 1. Corporate Governance

Corporate Governance is a foundational pillar in driving the organization toward sustainability. The Company is committed to conducting business with transparency, ethics, and integrity, underpinned by clearly defined policies and practices including the Corporate Governance Policy, the Anti-Corruption Policy, and management approaches that account for the responsibilities owed to all stakeholder groups. The Company also promotes transparent disclosure, effective risk management, and compliance with applicable laws and international standards, to elevate operations in accordance with good governance principles and to build trust across all dimensions of business conduct.

### 1.1 Management Approach

The Company operates under the principles of good Corporate Governance, placing importance on effective management systems, appropriate internal controls, and transparent oversight processes to ensure that business operations are conducted with integrity, accountability, and credibility. The Company is committed to maintaining financial transparency, complete and accurate disclosure, and management that upholds the rights, equality, and fair treatment of all stakeholder groups. The Company complies with all applicable laws, regulations, and requirements, including Thai capital market guidelines and international sustainability standards, while cooperating with regulatory authorities and promoting aligned internal communication and employee conduct to enhance transparency and accountability across all operational processes. These commitments form the foundation for creating shared value with society and for long-term organizational growth. Under this commitment to Corporate Governance and business ethics, the Company applies these principles as a framework and mechanism for management to build confidence and foster collaboration among the Board of Directors, executives, employees, suppliers, Clients, and shareholders and to create sustainable value for the organization and all stakeholder groups. The Company's good Corporate Governance is grounded in the following key type:



The Company has prepared and published its Corporate Governance and Business Ethics Policy on the Company's website. The policy covers 8 main chapters, as follows:

Chapter 1: Rights of Shareholders

Chapter 2: Equitable Treatment of Shareholders

Chapter 3: Role of Stakeholders

Chapter 4: Disclosure and Transparency

Chapter 5: Responsibilities of the Board of Directors

Chapter 6: Business Ethics

Chapter 7: Key Policies and Compliance Monitoring

Chapter 8: Anti-Corruption Policy

The Company is committed to continuously elevating its Corporate Governance standards in alignment with applicable laws, international standards, and stakeholder expectations to promote transparent, accountable operations and support sustainable long-term growth.



The Corporate Governance Policy is available at  
[https://www.teamgroup.co.th/wp-content/uploads/2025/11/45\\_2563-Corporate-Governance-Policy\\_En.pdf.pdf](https://www.teamgroup.co.th/wp-content/uploads/2025/11/45_2563-Corporate-Governance-Policy_En.pdf.pdf)

# “Beyond Gender, Towards Excellence”

## 1.2 Corporate Governance Policy, Structure, and Systems

### (1) Information on the Board of Directors and Sub-committee

#### 1) Board of Directors Information

List of Directors as at 31 December 2025

List of Directors	Position	Director Type
1. Mr. Rapee Phongbupakicha <sup>1/3</sup>	<ul style="list-style-type: none"> <li>- Chairman of the Board of Directors</li> <li>- Chairman of the Executive Committee</li> <li>- Chairman of the Innovation and Artificial Intelligence Committee</li> </ul>	Non-Executive Director Authorized Director
2. Mr. Chawalit Chantararat <sup>3</sup>	<ul style="list-style-type: none"> <li>- Director</li> <li>- Deputy Chairman of the Board of Directors No. 1</li> <li>- Deputy Chairman of the Executive Committee</li> <li>- Member of the Corporate Governance and Sustainability Committee</li> <li>- Member of the Risk Management Committee</li> <li>- Chief Executive Officer</li> </ul>	Executive Director Authorized Director
3. Gen. Wichien Sirisoonthorn	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Deputy Chairman of the Board of Directors No. 2</li> <li>- Member of the Audit Committee Member</li> <li>- Chairman of the Nomination and Compensation Committee</li> <li>- Chairman of the Corporate Governance and Sustainability Committee</li> </ul>	Independent Director
4. Mrs. Suvimol Chrityakierne <sup>2</sup>	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Chairman of the Audit Committee</li> </ul>	Independent Director
5. Assoc. Prof. Dr. Chamlong Prabkeao	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Chairman of the Risk Management Committee</li> <li>- Member of the Corporate Governance and Sustainability Committee</li> <li>- Member of the Nomination and Remuneration Committee</li> <li>- Member of the Chief Executive Officer Performance Review Committee</li> </ul>	Independent Director

List of Directors	Position	Director Type
6. Air Chief Marshal Kongsak Chantarasopa	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the Audit Committee</li> <li>- Member of the Nomination and Compensation Committee</li> <li>- Member of the Corporate Governance and Sustainability Committee</li> <li>- Member of the Risk Management Committee</li> <li>- Chairman of the Chief Executive Officer Performance Review Committee</li> </ul>	Independent Director
7. Assoc. Prof. Dr. Kittichai Triratanasirichai	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the Chief Executive Officer Performance Review Committee</li> <li>- Member of the Innovation and Artificial Intelligence Committee</li> </ul>	Independent Director
8. Asst. Prof. Dr. Denpong Soodphakdee	<ul style="list-style-type: none"> <li>- Independent Director</li> <li>- Member of the Risk Management Committee</li> <li>- Member of the Innovation and Artificial Intelligence Committee</li> </ul>	Independent Director
9. Mr. Meererk Passara <sup>/1 /3</sup>	<ul style="list-style-type: none"> <li>- Director</li> <li>- Member of the Corporate Governance and Sustainability Committee</li> <li>- Member of the Risk Management Committee</li> </ul>	Non-Executive Director Authorized Director

**Note:** Details of directors are provided in the attached document. Directors No. 3 - 8 are Independent Directors, representing 66.67% of the total Board.

<sup>/1</sup> Non-executive director with work experience relevant to the Company's and Group's business.

<sup>/2</sup> Independent Director with an academic background in accounting.

<sup>/3</sup> Directors with relevant business and industry-specific expertise

## 2) Board of Directors Composition

The Board of Directors comprises highly qualified individuals with diverse knowledge, capabilities, and experience across multiple disciplines, as well as diversity in gender, age range, and skills and expertise aligned with the Company's strategy. These attributes are applied to the formulation of policies and business direction for the maximum benefit of the Company and shareholders as a whole, supporting effective Corporate Governance and business operations encompassing diversity in gender, race, color, ethnicity, and religion, as well as diversity in skills and specialized expertise in accordance with the Board Skills Matrix.

The Board has established targets requiring that the Board comprise at least one-third independent directors of the total number of directors, at least half of the total directors holding engineering professional licenses, at least one director with knowledge of the Company's business, at least one director with knowledge of accounting or finance, and at least one female director.

In 2025, the Company continued to uphold international best practices in Corporate Governance, maintaining a Board structure that emphasizes balance and effective checks and balances. Currently, the Company has 6 Independent Directors out of a total of 9 directors (representing 66.67%) a proportion that is twice the minimum threshold set by the Securities and Exchange Commission (SEC) and higher than the average of Thai listed companies (as referenced in the CGR Report). This reflects the transparency and independence of decision-making and the balancing of executive authority in the best interests of all stakeholder groups.

Comparison Table: Independent Director Ratio vs. Applicable Requirements

Comparison Item	Minimum Legal Requirement (SEC)	CG Code Recommendation (Excellent Level)	The Company
<b>Director Ratio</b>	Not less than 1/3 of total directors	More than half (50%) of total directors	~66.67% — more than half of total directors
<b>Minimum Number</b>	At least 3 directors	At least 3 directors	~6 directors out of 9 total
<b>Shareholding in Company</b>	Not more than 1% of voting shares	Not more than 1% (or stricter per Company policy)	~Not more than 1%
<b>Term of Office</b>	Not fixed by primary legislation	Should not exceed 9 consecutive years	Not exceeding 9 consecutive years

In addition, all 9 directors possess expertise covering the full composition required under the Board Skills Matrix, including 1 female director, and are aligned with the Company's business strategy — demonstrating that the targets set by the Board have been achieved.

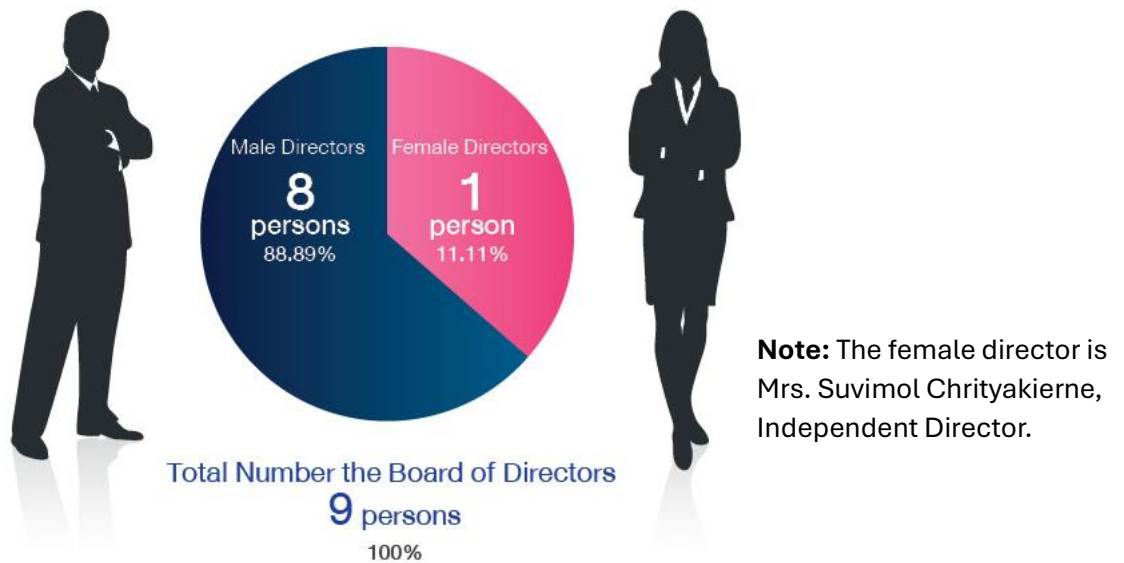
#### Board Composition Targets

Target	KPI	Performance
1. Number of Independent Directors	At least 1/3 of total directors	6 directors — equivalent to 2/3 of the total Board
2. Directors holding a Licensed Controlled Engineering Professional Certificate	Not less than half of total directors	5 directors out of 9
3. Non-executive directors with knowledge of the Company's business	At least 1 director	2 directors
4. Directors with knowledge of accounting or finance	At least 1 director	1 director
5. Female directors	At least 1 director	1 director

### Board Structure as of 31 December 2025



### Board Composition by Gender



The Company recognizes the importance of Board Diversity as a key factor in enhancing decision-making effectiveness and providing well-rounded perspectives for sustainable growth. Given the historically male-dominated nature of the engineering sector, the current Board comprises 1 female director (11.11%). Nevertheless, the Company fully recognizes the value of diversity of thought as a critical driver of management capability enhancement. The Company is currently in the process of considering the recruitment of additional female directors to improve gender balance on the Board, in alignment with its sustainable development policy and international investor expectations, and to bring diverse and varied perspectives to drive the organization forward. A benchmark comparison of female director representation at both international and national levels reveals the Company's current position as follows:

## Gender Diversity Benchmark 2025

Scope of Comparison	Female Director Ratio (%)	Number of Persons (based on current Board of 9 directors)
Global Standard (MSCI World Index) <sup>/1</sup>	28.3%	~2.5 directors
Regional Standard (Asia Pacific) <sup>/2</sup>	18.2%	~1.6 directors
Thai Listed Companies Average (SET/mai) <sup>/3</sup>	22.8%	~2.0 directors
<b>The Company (current)</b>	<b>11.1%</b>	<b>1 director</b>

**Sources:**

<sup>1</sup> MSCI *Women on Boards and Beyond* (2025 Report), published October 2025.

<sup>2</sup> SSE Initiative & IFC *Gender Equality in Corporate Leadership* (2025 Monitor), joint research report by Sustainable Stock Exchanges (SSE) and IFC (World Bank Group).

<sup>3</sup> SET Note No. 4/2026 (Research Division, Stock Exchange of Thailand).

<sup>4</sup> Current number of directors of the Company.

During the past year, the Board comprised highly qualified individuals with diverse knowledge, capabilities, and experience (Board Skills Matrix) appropriate to and aligned with the Company's current business direction. To further elevate Corporate Governance standards to an international level, the Company has established a continuous Board diversity development roadmap, as follows:

**Commitment to Diversity:** The Company recognizes the importance of promoting gender and generational diversity at the Board level to ensure well-rounded perspectives in strategic decision-making. The Company has defined a phased approach and targets as follows:

- **Short-Term:** The Company focuses on integrating gender and generational diversity as a key factor in director selection criteria, to build a Director Pool and expand the range of qualified and diverse candidates.
- **Mid-Term:** The Company is committed to increasing the proportion of diversity in Board composition, balancing gender and age alongside skills and experience that align with organizational strategy, to be implemented as and when vacancies arise or directors retire by rotation.
- **Long-Term:** The Company aspires to achieve an appropriately diverse and internationally aligned Board, to enhance the quality of Corporate Governance, the precision of strategic decision-making, and to drive sustainable Company growth.

Furthermore, in accordance with the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission, and to support independent judgment in decision-making given that the Chairman of the Board is not an Independent Director at the Board of Directors Meeting No. 6/2024 held on 6 December 2024, the Board resolved to appoint Gen. Wichien Sirisoonthorn, Independent Director, as Lead Independent Director to jointly participate in setting the Board meeting agenda.

### 3) Independence from Management

The Company maintains a policy of separating the roles of the Chairman of the Board and the Chief Executive Officer, requiring that these positions be held by different individuals, in order to ensure clarity in governance and management, as well as transparency and balance in the exercise of checks and balances on executive authority. The Company has clearly defined the scope of authority, duties, and responsibilities of both the Chairman of the Board and the Chief Executive Officer, to ensure that each position performs its functions efficiently and in accordance with good Corporate Governance principles.



**Mr. Rapee Phongbupakicha**  
Chairman of the Board of Directors



**Mr. Chawalit Chantararat**  
Chief Executive Officer

### 4) Establishment of Sub-Committees

As of 31 December 2025, the Company has 7 sub-committees established to comprehensively support the Board of Directors' oversight functions across various dimensions, as follows:

- 1. Audit Committee** comprising 3 members, all of whom are Independent Directors, in accordance with good Corporate Governance principles and regulatory requirements. The Audit Committee includes an independent financial expert, Mrs. Suwimol Chrityakerne
- 2. Nomination and Remuneration Committee** comprising 3 members, all of whom are Independent Directors, to ensure transparency and independence in the nomination and remuneration determination process.

3. **Executive Committee** comprising 10 members, consisting of 3 directors and 7 senior executives, to ensure operational flexibility in implementing Board policy.
4. **Risk Management Committee** comprising 5 members, all of whom are directors, to oversee risk management at the policy level, consisting of 3 Independent Directors, 1 non-executive director, and 1 executive director.
5. **Corporate Governance and Sustainability Committee** comprising 5 members, all of whom are directors, with an Independent Director serving as Committee Chairman, consisting of 3 Independent Directors, 1 non-executive director, and 1 executive director.
6. **Chief Executive Officer Performance Review Committee** comprising 3 members, all of whom are Independent Directors, to ensure that performance evaluation is conducted with impartiality and free from conflicts of interest.
7. **Innovation and Artificial Intelligence Committee** comprising 5 members, consisting of 3 directors (of whom 2 are Independent Directors) and 2 senior executives with expertise in innovation and artificial intelligence.

### Sub-Committee Composition Summary

Sub-Committee	Total Members	Independent Directors	Executive Directors	Non-Executive Directors	Executives	Female Members
1. Audit Committee <sup>/1</sup>	3	3	-	-	-	1
2. Nomination and Remuneration Committee <sup>/2</sup>	3	3	-	-	-	-
3. Executive Committee	10	-	1	2	7	3
4. Risk Management Committee <sup>/3</sup>	5	3	1	1	-	-
5. Corporate Governance and Sustainability Committee <sup>/4</sup>	5	3	1	1	-	-
6. Chief Executive Officer Performance Review Committee <sup>/5</sup>	3	3	-	-	-	-
7. Innovation and Artificial Intelligence Committee	5	2	-	1	2	1

**Note:** <sup>/1 - /5</sup> Sub-committees whose Chairperson is an Independent Director.

The Company discloses the names of sub-committee members along with relevant quantitative data in the 56-1 One Report for 2025, to ensure that stakeholders have full access to this information.



You can study the information and the list of subcommittee members on the company's website.

<https://www.teamgroup.co.th/th/board-of-directors/>

Each sub-committee operates in accordance with the roles and responsibilities defined in its respective Committee Charter, which is reviewed regularly and published on the Company's website. The sub-committees focus on elevating governance standards across various areas including systematic risk management, the promotion of sustainable growth, the application of innovation and artificial intelligence, and adherence to good Corporate Governance principles. Sub-committees report their performance outcomes to the Board of Directors on a regular basis, supporting transparent and verifiable decision-making processes that create long-term added value for the organization. A summary of key roles and responsibilities is as follows:

#### Audit Committee

- Ensure that financial reporting is accurate, reliable, and fully disclosed.
- Review the effectiveness of internal control and internal audit systems.
- Assess independence and approve the appointment/dismissal of the Head of Internal Audit.
- Ensure the Company complies with securities laws and Stock Exchange regulations.
- Propose the appointment/dismissal of and consider remuneration for the external auditor.
- Oversee transactions that may give rise to conflicts of interest to ensure transparency and reasonableness.
- Review the adequacy of the Company's risk management system.
- Prepare the Audit Committee Report for inclusion in the Annual Report (56-1 One Report).

#### Executive Committee

- Oversee management operations in accordance with policies set by the Board.
- Establish levels of operational authority and segregation of duties to prevent fraud.
- Review the annual budget and control expenditure in accordance with the plan.
- Review and improve operational strategies for the maximum benefit of the Company.
- Consider new investments and binding contracts within the authority delegated.
- Provide sufficient information to support decision-making by directors and shareholders.
- Oversee and supervise the operations of subsidiaries and associated companies.
- Report key resolutions and decisions to the Board of Directors at the next meeting.

#### Risk Management Committee

- Establish and maintain a risk management structure and policy aligned with organizational strategy.
- Define the Risk Appetite and monitor control measures.
- Continuously update the risk management policy in response to evolving circumstances.
- Has authority to call upon relevant persons to provide information on risk matters.
- Report risk management outcomes to the Audit Committee and the Board on a quarterly basis.
- Appoint and provide direction to the risk operations team.

### Nomination and Compensation Committee

- Define criteria and select appropriate candidates to be proposed as directors and CEO.
- Ensure that nominees meet all legal and regulatory qualifications.
- Contact potential candidates and propose names to the Board or the Shareholders' Meeting.
- Establish remuneration criteria appropriate to the industry and performance outcomes.
- Review the CEO performance evaluation criteria.
- Propose annual remuneration budgets to the Board and shareholders.

### Corporate Governance and Sustainability Committee

- Define policies on Corporate Governance, business ethics, and sustainability (ESG).
- Provide guidance on business conduct to support long-term sustainable growth.
- Ensure the Company complies with government regulations and international standards.
- Promote understanding and adherence to business ethics among employees at all levels.
- Report on Corporate Social Responsibility and environmental performance to the Board annually.

### Innovation and Artificial Intelligence Committee

- Drive the adoption of AI and emerging technologies to enhance operational efficiency.
- Define innovation direction aligned with the Company's core objectives.
- Oversee and monitor the progress of various innovation projects.
- Manage and mitigate risks that may arise from the use of AI.
- Support employees in developing skills and applying AI in their work.
- Monitor outcomes and obtain technology utilization data from relevant business units.

### CEO Performance Review Committee

- Define and review the CEO performance evaluation framework.
- Conduct a thorough assessment of the CEO's actual performance.
- Submit evaluation results to the Nomination and Remuneration Committee for use in determining appropriate remuneration.
- May appoint advisors to assist in the evaluation process as necessary.



You can study the charters of the Board of Directors and its subcommittees on the company's website.

<https://www.teamgroup.co.th/en/responsibilities-of-the-board/>

## 5) Policy on Holding Directorships and Executive Positions in Other Companies

The Company has a policy limiting the number of companies in which each director may hold a directorship, stipulating that each director may serve on the boards of no more than 5 companies listed on the Stock Exchange of Thailand, to ensure that directors are able to perform their duties effectively and dedicate sufficient time to properly overseeing each company. In 2025, no director held directorships in more than 5 listed companies. Details are as follows:

**Table: Number of Directorships held in Other Listed Companies**

Name	Position	Number of Directorships held in Other Listed Companies
1. Mr. Rapee Phongbupakicha	Chairman of the Board of Directors	-
2. Mr. Chawalit Chantararat	Deputy Chairman of the Board of Directors	-
3. Gen. Wichien Sirisoonthorn	Deputy Chairman of the Board of Directors, Independent Director	-
4. Mrs. Suvimol Chrityakierne	Independent Director	4
5. Assoc. Prof. Dr. Chamlong Prabkeao	Independent Director	-
6. Air Chief Marshal Kongsak Chantarasopa	Independent Director	-
7. Assoc. Prof. Dr. Kittichai Triratanasirichai	Independent Director	-
8. Asst. Prof. Dr. Denpong Soodphakdee	Independent Director	-
9. Mr. Meererk Passara	Director	-

## (2) Roles and Responsibilities of Directors

### 1) Board of Directors and Sub-Committee Meetings

The Company schedules Board of Directors meeting dates and times in advance for the entire year and notifies directors accordingly, to enable them to allocate their time and attend meetings appropriately. Board meetings are ordinarily held on the third Wednesday of each month, with changes or additional meetings called as circumstances require. Meetings are conducted in accordance with applicable laws, Stock Exchange of Thailand regulations, and the Company's Articles of Association.

In 2025, the Board of Directors held a total of 8 meetings, conducted in both in-person (physical) and online formats via Microsoft Teams, which has been certified by the Electronic Transactions Development Agency (ETDA). The overall attendance rate of all directors was 97.73%. In addition, 1 non-executive director meeting was held during 2025. Individual director attendance details are disclosed in the 56-1 One Report for 2025.

On occasion, directors were unable to attend Board meetings due to urgent commitments and/or health reasons beyond their control. In such cases, directors notified the Company Secretary in advance of their inability to attend (where practicable), and the Company arranged to forward meeting documents to the absent directors to ensure their continued awareness of meeting outcomes and key issues considered.

1.1) Table: Number of Directorships Held in Other Listed Companies

List of Directors	Board of Directors			Audit Committee	Nomination and Remuneration Committee	Executive Committee	Risk Management Committee	Corporate Governance and Sustainability Committee <sup>1</sup>	Chief Executive Officer Performance Evaluation Committee	Innovation and Artificial Intelligence Committee
	On-site	Online	Total							
1 Mr. Rapee Phongbupakicha	8	-	8/8	-	-	10/13	-	1/1	-	2/2
2 Mr. Chawalit Chantararat	7	1	8/8	-	-	13/13	5/5	3/3	-	-
3 Gen. Wichien Sirisoonthorn	7	-	7/8	5/5	6/6	-	-	3/3	-	-
4 Mrs. Suvimol Chrityakerne	3	4	7/8	5/5	-	-	5/5	1/1	-	-
5 Assoc. Prof. Dr. Chamlong Prabkeao	8	-	8/8	-	3/3	-	5/5	3/3	2/2	-
6 Air Chief Marshal Kongsak Chantarasopa	8	-	8/8	5/5	6/6	-	-	3/3	5/5	-
7 Assoc. Prof. Dr. Kittichai Triratanasirichai	2	6	8/8	-	-	-	-	1/1	5/5	2/2
8 Asst. Prof. Dr. Denpong Soodphakdee	4	2	6/6	-	-	-	2/2	-	-	1/1
9 Mr. Meererck Passara	2	-	2/2	-	-	12/13	-	1/1	-	-

1.2) Board of Directors and Sub-Committee Meeting Attendance Rate in 2025

Committee	Average Attendance Rate
Board of Directors	97.73%
Audit Committee	100%
Nomination and Remuneration Committee	100%
Corporate Governance and Sustainability Committee	100%
Executive Committee	93.40%
Risk Management Committee	100%
CEO Performance Evaluation Committee	100%
Innovation and Artificial Intelligence Committee	100%

2) Performance Evaluation of the Board of Directors and Sub-Committees

The Board of Directors conducts a performance evaluation of the full Board, as well as individual director self-assessments, at least once per year, to enable the Board to collectively review performance outcomes and areas for improvement, thereby enhancing the overall effectiveness of Board collaboration.

For 2025, the Board of Directors conducted a full Board self-evaluation, individual director self-assessments, and a CEO performance evaluation. The Board approved evaluation criteria referencing the sample assessment framework of the Thai Institute of Directors (Thai IOD), in alignment with the Corporate Governance Code (CG Code) for Listed Companies and international standards such as the OECD Principles of Corporate Governance. The Company has adapted these criteria to suit the nature of its engineering business and organizational structure, serving as a rigorous framework for evaluating Board performance across all dimensions including Board structure, roles and responsibilities, meetings, and comprehensive monitoring of operational issues to build lasting confidence among all stakeholder groups.

## 2.1) Board and Sub-Committee Performance Evaluation Process

The Company Secretary distributed performance evaluation forms to all directors for annual self-assessment at the full Board level, individual director level, and sub-committee level for each committee on which they serve. Upon receiving completed evaluations, the Company Secretary compiled the results and reported to the Board of Directors for consideration. The Board discussed the evaluation outcomes to identify areas for development and formulate improvement plans to further elevate Board effectiveness.

## 2.2) Board of Directors Performance Evaluation Results for 2025

1) The evaluation covers 6 main categories:

- (1) Board Structure and Qualifications
- (2) Board Roles, Duties, and Responsibilities
- (3) Board Meetings
- (4) Performance of Director Duties
- (5) Relationship with Management
- (6) Director Self-Development and Executive Development

2) Scoring Criteria (as a percentage of total possible score)

- More than 90% equals to Excellent
- More than 80% equals to Very good
- More than 70% equals to Good
- More than 60% equals to Fair
- Less than 60% equals to Need improvement

3) 2025 Board Evaluation Results

Evaluation Type	Result
Full Board Self-Evaluation	98.75%
Individual Director Self-Evaluation	97.80%

2.3) Sub-committees evaluated include the Audit Committee and the Nomination and Compensation Committee (full committee evaluation).

1) The evaluation covers 3 main categories:

- (1) Sub-Committee Structure and Qualifications
- (2) Sub-Committee Meetings
- (3) Sub-Committee Roles, Duties, and Responsibilities

## 2) Scoring Criteria (as a percentage of total possible score)

- More than 90% equals to Excellent
- More than 80% equals to Very good
- More than 70% equals to Good
- More than 60% equals to Fair
- Less than 60% equals to need improvement

## 3) 2025 Sub-Committee Self-Evaluation Results

Sub-Committee	Result
1. Audit Committee (full committee evaluation)	100%
2. Nomination and Remuneration Committee (full committee evaluation)	92.12%

## 2.4) CEO Performance Evaluation

To ensure effective monitoring and review of the CEO's management performance, the Board of Directors has established an annual CEO performance evaluation, delegating the CEO Performance Evaluation Committee to develop and review the evaluation criteria for presentation to the Board. The evaluation criteria are designed to ensure that the CEO manages the organization in alignment with the Company's objectives, key targets, strategy, and long-term interests, and the criteria are communicated to the CEO in advance. The evaluation framework is divided into 5 main components:

1. Corporate KPIs organizational performance indicators
2. Competency-based Assessment management effectiveness measurement
3. Management Skills-based Assessment management skills measurement
4. ESG Performance covering key issues such as:
  - 1) Ability to create stakeholder satisfaction
  - 2) Quantifiable social returns and benefits generated for communities and society
  - 3) Environmental performance, including reduction of organizational greenhouse gas emissions and energy consumption
  - 4) Safety performance
  - 5) Governance performance, particularly fraud prevention and management of Code of Conduct violations
5. Overall Performance Assessment

The evaluation process involves CEO self-assessment, deliberation and resolution by the CEO Performance Evaluation Committee, and a joint discussion to finalize results, before reporting to the Board of Directors for acknowledgment.

The 2025 evaluation results indicate that the CEO's performance exceeded expectations across most criteria, reflecting effective organizational management in alignment with the objectives and targets set by the Board including financial management performance in terms of revenue, net profit, and economic value added, as well as the delivery of sustainability outcomes across all 3 ESG dimensions, which form part of the annual evaluation criteria. The Board has designated sustainability KPIs as representing 20% of the total KPI weighting across 4 main components, encompassing indicators such as stakeholder satisfaction levels, quantifiable social returns and community benefits, reduction in resource consumption (electricity, water, paper, and company vehicle fuel), reduction in waste and greenhouse gas emissions, number of environmentally friendly projects, employee lost-time injury hours, and fraud prevention and Code of Conduct violation management within the organization.

The CEO Performance Evaluation Committee prepared a summary evaluation report, reviewed areas for development, and proposed a CEO development plan for submission to the Nomination and Remuneration Committee for use in determining appropriate CEO remuneration, and for subsequent presentation to the Board of Directors.

### **(3) Oversight of Connected Transactions and Conflict of Interest Prevention**

The Company is committed to conducting business with integrity and ethical standards. To ensure that the conduct of directors, executives, and employees of the Company and its subsidiaries is transparent and verifiable, the Board of Directors has established a written Conflict of Interest Prevention Policy and a Connected Transactions Policy applicable to the Company and its subsidiaries. These policies are published on the Company's website at [www.teamgroup.co.th](http://www.teamgroup.co.th) under the "Corporate Governance" section.

Directors, executives, and employees of the Company must avoid participation in any activities or connected transactions involving themselves or related persons/entities that may give rise to conflicts of interest, and must not use Company opportunities or information to benefit themselves or others including engaging in businesses that compete with or are associated with the Company.

In 2025, the Company monitored conflict of interest governance and prevention as follows:

- All directors and executives submitted conflict of interest disclosure reports in accordance with the Company's established criteria.
- In considering connected transactions that may give rise to conflicts of interest, the Company conducted such transactions on an arm's-length basis as if dealing with external parties under normal commercial terms free from the influence of their status as directors, executives, employees, or related persons, and without involvement in the approval of such transactions. Quarterly reports were made to

the Audit Committee for acknowledgment and opinion on connected transactions.

All connected transactions or potentially conflicted transactions occurring in 2025 arose from genuine business necessity, were conducted through transparent and fair processes for the maximum benefit of the Company, and the Company received no complaints regarding any misconduct by directors or executives in relation to conflicts of interest.



You can study the Policy on Conflict of Interest Prevention on the Company's website: <https://www.teamgroup.co.th/wp-content/uploads/2025/11/Conflict-of-Interest-Prevention-Policy-eng.pdf>

### 3.1) Director Nomination

#### 1) Director Nomination Policy and Criteria Aligned with Organizational Strategy

##### 1.1) Board Director Nomination

The Company discloses its director and senior executive nomination criteria in the 56-1 One Report under the section "Board Policy and Practices." In 2025, the Company provided minority shareholders with an opportunity to participate in Corporate Governance by submitting agenda items, nominating qualified candidates for director positions, and submitting questions in advance of the 2025 Annual General Meeting of Shareholders during the period from 1 October 2024 to 31 December 2024 through the Company's website ([www.teamgroup.co.th](http://www.teamgroup.co.th)) under "Investor Relations → Shareholder Information → Shareholders' Meeting." However, no shareholders submitted agenda items, advance questions, or director nominations during this period. The Nomination and Remuneration Committee therefore conducted a comprehensive review of the qualifications of directors retiring by rotation in 2025 and proposed to the Board of Directors for subsequent presentation to shareholders for election that the following directors be re-elected for an additional term: 1) Gen. Wichien Sirisoonthorn and 2) Mrs. Suvimol Chrityakierne, and that Asst. Prof. Dr. Denpong Soodphakdee be appointed as a new director in place of a retiring director. Consideration was given to applicable laws and regulations, the Board's Committee Charter, and Board diversity (Board Skills Matrix) including knowledge, experience, and capabilities beneficial to the Company, management ability aligned with the Company's business strategy, without restriction on gender or age, as well as the director's performance record and dedication of time to fulfilling their duties.

## 1.2) Board Skills Matrix

The Company recognizes the Board of Directors' critical role in setting strategic direction, overseeing business operations, and building confidence among all stakeholders guided by good Corporate Governance and sustainable business conduct principles. The Company therefore places importance on composing a Board with diverse knowledge, expertise, and experience aligned with its business characteristics, organizational strategy, and key risks.

The Nomination and Remuneration Committee has defined the Board Skills Matrix the required competency framework for the Board based on the business context, economic environment, innovation and AI challenges, and organizational growth direction, with an annual review to ensure that Board composition remains appropriate and supportive of long-term business operations.

The Company requires that the Board collectively possess expertise spanning multiple disciplines, including: Engineering; Accounting and Finance; Legal; Marketing; Business Administration; Economics; International Business; Political Science; Risk Management; Innovation and Artificial Intelligence; Human Resource Management; and Sustainability Management and Corporate Governance. This breadth of expertise reinforces the balance between technical, financial, legal, and management knowledge, and supports Corporate Governance, risk management, organizational development, and adaptation to the digital era all of which are critical to the Company's competitiveness and sustainable growth.

## 2) Director Nomination Qualification Criteria Skill and Expertise Targets

Skill and Expertise	Target Number of Directors with This Skill
1. Engineering	5
2. Accounting and Finance	7
3. Legal	7
4. Marketing	4
5. Business Administration	9
6. Economics	6
7. International Business	3
8. Political Science	3
9. Risk Management	9
10. Innovation and Artificial Intelligence	6
11. Human Resource Management	5
12. Sustainability Management and Corporate Governance	9

The Board Skills Matrix below illustrates the breadth of knowledge, capabilities, and experience of the current Board of Directors, compared against the Company's defined competency framework, to reflect the appropriateness of Board composition in effectively supporting the Company's strategy and Corporate Governance.

### 3.2) Board Skill Matrix

Name	Title	Education and Experiences														
		Independent Director	Non-Executive Director	Executive Director	Women Director	Engineering	Account and Finance	Legal	Marketing	Business Administration	Economics	International Business	Political Science	Risk Management	Innovation, and Artificial intelligence	Human Resource Management
Mr. Rapee Phongbupakicha	Chairman of the Board of Directors		/			•	•	•	•	•		•	•	•	•	•
Mr. Chawalit Chantararat	Deputy Chairman of the Board of Directors			/		•	•	•	•	•	•		•	•	•	•
Gen. Wichien Sirisoonthorn	Deputy Chairman of the Board of Directors	/				•	•		•	•		•	•			•
Mrs. Suvimol Chrityakierne	Independent Director	/			/	•			•	•	•		•			•
Assoc. Prof. Dr. Chamlong Prabkeao	Independent Director	/				•	•	•	•				•	•		•
Air Chief Marshal Kongsak Chantarasopa	Independent Director	/				•	•		•	•		•	•			•
Assoc. Prof. Dr. Kittichai Triratanasirichai	Independent Director	/				•			•				•	•	•	•
Asst. Prof. Dr. Denpong Soodphakdee	Independent Director	/				•	•	•	•				•	•	•	•
Mr. Meererk Passara <sup>1</sup>	Director		/			•	•	•	•	•	•		•	•	•	•

**Note:** <sup>1</sup>Non-executive director with knowledge and understanding of the Company's business.

## **(4) Director and Senior Executive Remuneration Policy**

### **1) Director Remuneration**

The Company places strong importance on the governance of director remuneration in a manner that is transparent, fair, and verifiable. The Nomination and Remuneration Committee is responsible for independently and impartially overseeing the structure and criteria for director remuneration, to ensure that the remuneration determination process upholds Transparency, Accountability, and Good Governance, and is aligned with the roles, duties, and responsibilities of each director benchmarked against industry standards and comparable business sizes.

Director remuneration is determined with consideration for the responsibilities of each position, performance and contribution to organizational direction-setting, and benchmarking against remuneration structures of companies in similar industries, to ensure that remuneration levels are appropriate and sufficient to attract and retain quality individuals who contribute to effective Board management.

### **2) Director and Sub-Committee Remuneration Criteria and Methodology**

In determining director remuneration, the Nomination and Remuneration Committee considers the following criteria and methodology:

#### **2.1) Director Remuneration Determination Guidelines**

1. Remuneration for Board directors and sub-committee members shall be determined based on the duties, responsibilities, and workload of the Board and sub-committees.
2. The Nomination and Remuneration Committee shall consider the type, method of payment, and amount of remuneration for directors and sub-committee members.
3. In determining such remuneration, the Nomination and Remuneration Committee shall ensure alignment with the duties and responsibilities, commitment of Board and sub-committee members, the type and size of the Company's business, the market, and competition with remuneration at a level that is appropriate and sufficient to attract and retain quality directors.
4. The Nomination and Remuneration Committee shall also review and determine remuneration for the Chief Executive Officer in the capacity of an executive.

## 2.2) Types of Director Remuneration Three Components

1. Monthly retainer fee for directors and sub-committee members.
2. Meeting attendance fees, to reflect the working contribution of Board and sub-committee members and to incentivize regular attendance at meetings.
3. Other remuneration, including annual bonuses, accommodation, and transportation allowances.

## 2.3) Director Remuneration Payment Method

1. Monthly retainer fees shall be paid on a monthly basis.
2. Meeting attendance fees shall be paid to Board directors and sub-committee members who attend meetings.
3. Annual bonuses shall be considered for payment to Board directors once per year.
4. Accommodation and transportation allowances shall be paid to directors whose domicile is outside Bangkok and the metropolitan area, reimbursed at actual cost.

Directors who are executives of the Company at the level of Chief Executive Officer and below are not entitled to monthly retainer fees, meeting attendance fees, or accommodation and transportation allowances.

## 3) Director Remuneration Summary

The Annual General Meeting of Shareholders for 2025, held on 28 April 2025, approved the payment of director remuneration for 2025 in an amount not exceeding 8,800,000 Baht (Eight Million Eight Hundred Thousand Baht), and an annual bonus for 2024 in the amount of 2,972,200 Baht (Two Million Nine Hundred Seventy-Two Thousand Two Hundred Baht), as reviewed and recommended by the Nomination and Remuneration Committee.

Full details of director remuneration for 2025 are disclosed in the 56-1 One Report in accordance with SEC requirements, to support transparency and information accessibility for all stakeholder groups.

## 4) Executive Remuneration

The Company has a senior executive remuneration management process that upholds accountability for organizational performance and is governed by principles of transparency, fairness, and verifiability. The Nomination and Remuneration Committee oversees and evaluates the CEO's performance against financial, operational, and sustainability KPIs, to ensure that the remuneration structure is linked to actual organizational outcomes and sustainability values. Annual evaluation results are presented

to the Board of Directors for consideration under the principles of Fairness, Reasonableness, Accountability, and Good Governance to ensure that remuneration reflects the effectiveness of organizational leadership and long-term value creation for stakeholders.

Furthermore, to promote sustainable organizational management and long-term value creation, the Company has implemented long-term incentive measures for senior executives, linked to strategic KPIs, financial liquidity, sustainable growth capability, and ESG-linked Incentives, including:

- Stakeholder satisfaction levels
- Quantifiable social returns and benefits generated for communities and society
- Reduction in resource consumption — electricity, water, paper, and company vehicle fuel
- Waste reduction
- Greenhouse gas emission reduction
- Number of environmentally friendly projects
- Employee lost-time injury hours
- Fraud prevention and management of Code of Conduct violations within the organization

To drive organizational alignment, the Company cascades these KPIs from the CEO to senior executives (Delegation of Authority) and to personnel at all levels (Functional KPIs), ensuring that every employee's targets are aligned with the Company's strategy across profitability, operational efficiency improvement, and sustainability goal achievement. Performance against these indicators is systematically used as the basis for determining annual remuneration and bonuses, to build a Performance-Based Culture and collectively motivate sustainable growth.

To further ensure that remuneration management genuinely reflects the success of driving the organization in the strategic direction, the Company has established a remuneration structure and mechanism that incentivizes both short- and long-term performance, linking remuneration to KPIs covering all key dimensions. To provide stakeholders with confidence in the transparency and fairness of this process, the Company has defined CEO remuneration determination guidelines as the primary framework, which is cascaded consistently to the remuneration determination of senior executives, as follows:

## 5) CEO Remuneration Determination Guidelines

5.1) CEO remuneration determination takes into account the duties and scope of responsibilities, knowledge, capabilities, and experience of the CEO, as well as the CEO's performance and the Company's operational results and must be aligned with market or industry-standard remuneration rates.

5.2) The criteria for CEO remuneration payment are reviewed for appropriateness by benchmarking current criteria against remuneration data from companies in the same industry, and by establishing criteria that are fair, transparent, and aligned with expected performance outcomes, to appropriately reward individuals who make a significant contribution to the Company's success.

## 6) Summary of Executive Committee and Executive Remuneration

Item	2023	2024	2025
Remuneration for Executive Directors and Management (Baht)	30,245,251.49	45,566,671.29	40,580,624.39

### 1. Monetary Remuneration — 37.85 Million Baht

Monetary remuneration for executives comprises salary, annual bonus, overseas assignment allowances, and per diem allowances.

### 2. Other Remuneration — 2.73 Million Baht

Other remuneration comprises provident fund contributions, social security contributions, post-employment benefits, life and health insurance, accident insurance, vaccination, health check-ups, and company car allowances.

The Company discloses additional details of the director and senior executive remuneration structure in the 56-1 One Report for 2025.

## (5) Director Development

The Company encourages directors and executives to attend training programs relevant to their duties. Training details are reflected in each director's individual profile. In 2025, all directors attended various training seminars to further develop their knowledge, including:

- Assoc. Prof. Dr. Kittichai Triratanasirichai and Asst. Prof. Dr. Denpong Soodphakdee completed the Director Accreditation Program (DAP) organized by the Thai Institute of Directors (IOD).
- Mr. Chawalit Chantararat attended the "ESG in the Boardroom: A Practical Guide for Boards" course organized by the Thai Institute of Directors (IOD).

- Mr. Rapee Phongbupakicha, Assoc. Prof. Dr. Chamlong Prabkeao, Air Chief Marshal Kongsak Chantarasopa, and Mrs. Suvimol Chrityakerne participated in the "ESG Risks Mitigation" seminar hosted by the Stock Exchange of Thailand (SET).
- Gen. Wichien Sirisoonthorn attended the seminar titled "In the Winds of Change: How to Adapt in a Shifting World," organized by EY Office Limited.
- Mr. Meererak Passara completed the "Introduction to Anti-Corruption" training program organized by the Thai Private Sector Collective Action Against Corruption (CAC).

All directors completed the Company's Business Code of Conduct training program in full. In addition, the Company regularly communicates and disseminates new regulations, rules, and requirements issued by the Securities and Exchange Commission and the Stock Exchange of Thailand to all directors.

Total Number of Directors	Directors Attending Training/Seminars in 2025	Proportion of Directors Attending Training/Seminars in 2025
9	9	100%

## 2. Business Ethics and Anti-Corruption

### Corporate Governance Assessment Results for 2025



**TEAMG has achieved its Corporate Governance Report (CGR) assessment score for 2025**

**at the 5-star or "Excellent" level for the fifth consecutive year.**



The Company was also ranked in the top quartile among companies in the same market capitalization group (3,001–10,000 million Baht) by the Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand (SET)



## Annual General Meeting Quality Assessment Results for 2025

TEAM Consulting Engineering and Management Public Company Limited (TEAMG) has been evaluated under the AGM Checklist 2025 and received a rating of 5 medals, full score of 100 Point.



“ Excellent – Worthy of Exemplary Recognition ”  
in the 2025 Annual General Meeting evaluation project  
by the Thai Investors Association (TIA)

### 2.1 Business Ethics

The Board of Directors has established a Business Code of Conduct, guidelines on conduct toward stakeholders, and business ethics and ethical conduct standards for directors, executives, and employees to uphold and strictly observe as a shared responsibility of all members of the organization for the maximum benefit of the Company's stakeholders and to build confidence in the Company's operations, which is a critical factor supporting the Company's sustainable growth.

The Company has defined conduct guidelines for executives and employees in their interactions with shareholders, Clients, suppliers, business competitors, society, and the environment, in accordance with business ethics principles. The Business Code of Conduct and related guidelines are reviewed annually to ensure appropriateness, currency, and alignment with the operational context and applicable laws. In 2025, the Board of Directors reviewed the Business Code of Conduct at Board Meeting No. 8/2025 on 17 December 2025. The Company's Business Code of Conduct comprises the following principles:

1. The Company conducts business with honesty and integrity, placing strong importance on corporate social responsibility within the framework of applicable laws and business ethics, with a commitment to continuously creating benefits and promoting good outcomes for individuals, communities, society, and the environment.
2. The Company treats Clients fairly in relation to products and services, without discrimination.
3. The Company operates under standardized working systems and appropriate internal controls, applying full knowledge, capability, and diligence, and referencing sufficient evidence-based information to support sound decision-making.

4. The Company places importance on Client confidentiality and data protection, and does not disclose information obtained through business operations that would ordinarily be considered confidential or is protected by law, unless disclosure is required by applicable laws or regulations.

5. The Company provides Clients with accessible channels to lodge complaints regarding deficiencies in products or services.

6. The Company discloses accurate and complete information about its products and services.

7. The Company upholds its agreements and conditions with Clients in a fair manner. In the event of an inability to fulfill any agreement or condition, the Company will notify the Client immediately and jointly seek an appropriate resolution.

## **2.2 Business Code of Conduct Compliance Monitoring Process**

1. **Code of Conduct Communication:** The Company communicates its Business Code of Conduct to all directors, executives, and employees through multiple channels, including email, the Company's Intranet system, and the Company's website accessible to both internal personnel and external parties.

2. **Compliance Acknowledgment:** The Company requires all personnel to study, acknowledge, and confirm their commitment to complying with the Business Code of Conduct through an online policy acknowledgment form.

3. **Training and Comprehension Assessment:** The Company provides Business Code of Conduct training for directors, executives, and employees, along with a post-training assessment to evaluate understanding.

4. **Complaints and Whistleblowing Channel:** The Company provides a dedicated channel for receiving complaints and whistleblowing reports, in accordance with the Complaints and Whistleblowing Management Policy and Procedures as described under Section (4).

5. **Monitoring, Audit, and Reporting to the Board:** The Company assigns the Internal Audit function to audit compliance with the Business Code of Conduct, recording monitoring outcomes and instances of non-compliance, and reporting to the Audit Committee annually. The Audit Committee subsequently reports to the Board of Directors for acknowledgment. The ESG Working Group and the Anti-Corruption Working Group are required to monitor and report operational outcomes to the Corporate Governance and Sustainability Committee at least once per year and whenever relevant events occur. The Corporate Governance and Sustainability Committee then summarizes and reports to the Board of Directors for acknowledgment.

6. **Annual Review of Business Code of Conduct and Related Policies:** The Corporate Governance and Sustainability Committee reviews the Business Code of Conduct and related policies annually. Any proposed amendments are submitted to the Board of Directors for approval.

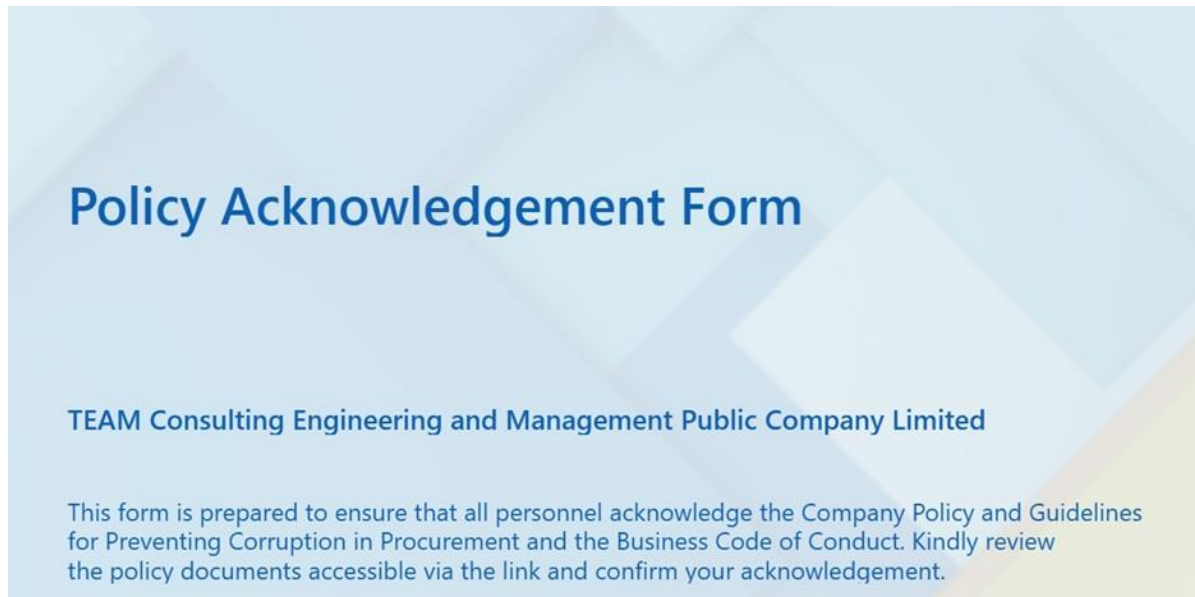
## 2.3 Business Code of Conduct Compliance Monitoring Results

### (1) Business Code of Conduct Communication

The Company has communicated its Business Code of Conduct to employees through the Company's Intranet system, while reinforcing and building awareness among directors and senior executives through the Director's Handbook, to continuously review practices and maintain awareness. The Company also requires all personnel to study, acknowledge, and confirm compliance with the Business Code of Conduct through an online policy acknowledgment form. In 2025, the proportion of executives and employees who acknowledged the policy reached 62%, exceeding the target of 60%. The Company has set a target of 100% acknowledgment and compliance by 2026.

### (2) Business Ethics Communication and Awareness

	Number	Percentage	Communication Channel
1. Directors	9	100%	Director's Handbook / Email / Intranet / Company Website
2. Executives	9	100%	Director's Handbook / Email / Intranet / Company Website
3. Employees	1,261	100%	Employee Handbook / Email / Intranet / Company Website



### (3) Business Ethics E-Learning Training

In 2025, the Company delivered Business Ethics training to personnel through an E-Learning program to strengthen knowledge, understanding, and strict adherence to the Code of Conduct. A total of 1,160 personnel completed the training and passed the assessment, representing 91.99% exceeding the 2025 target of 60%.

#### Monitoring Results

In 2025, the Company monitored compliance with the Business Code of Conduct, stakeholder conduct guidelines, and business ethics and ethical conduct standards through the Risk Management Committee and the whistleblowing channel. No cases of Code of Conduct violations were identified. The Company Secretary reported the monitoring results to the Corporate Governance and Sustainability Committee and the Board of Directors for acknowledgment respectively.

## 2.4 Anti-Corruption

**"The Company maintains a Zero Tolerance policy against all forms of corruption and prohibits the offering or acceptance of bribes, whether directly or indirectly, including gifts, hospitality, donations, or any other benefits that may influence business decision-making."**

The Company places the highest importance on good Corporate Governance and transparent business conduct. Accordingly, the Company has established an Anti-Corruption Policy, a Human Resource Management Policy supporting anti-corruption, a Procurement Fraud Prevention Policy and Guidelines, and Anti-Corruption Conduct Guidelines for directors, executives, and employees at all levels. These policies are reviewed annually to ensure appropriateness and alignment with the operational context and applicable laws. In 2025, the Company reviewed all anti-corruption-related policies at Board Meeting No. 8/2025 on 17 December 2025.

Under these policies, all personnel are required to refrain from offering, giving, receiving, or soliciting bribes, benefits, or remuneration of any kind from any individual or external entity, whether directly or indirectly, for the purpose of obtaining unlawful benefits or gaining an improper business advantage. The Company does not permit any conduct that constitutes corruption involving government officials, individuals, or other entities, and does not allow donations, gifts, or any other benefits that could be used as a conduit for bribery or interpreted as facilitating corruption.

Furthermore, the Company maintains a policy of refraining from providing financial support or any other benefit, whether directly or indirectly, to political parties, political

groups, or related individuals, to prevent the creation of improper business advantages or personal gains that could compromise the Company's neutrality and governance principles.

Personnel are also required to avoid actions that give rise to conflicts of interest. If any action constitutes a potential conflict of interest with the Company, the individual has an obligation to disclose it through the designated reporting channel.

The Board of Directors is responsible for overseeing the Company's anti-corruption efforts in aggregate, establishing and approving related policies and practices, supporting the implementation of effective anti-corruption control systems and measures, and fostering a culture of transparency and anti-corruption on an ongoing basis. Supporting functions include: the Audit Committee overseeing internal control and financial reporting systems; the Corporate Governance and Sustainability Committee defining and reviewing policies, promoting communication, and monitoring outcomes; the Risk Management Committee establishing the risk management framework and monitoring fraud risks; the Anti-Corruption Working Group driving action plans and monitoring implementation; and Management implementing policies, communicating them, and maintaining appropriate internal control systems.

#### Key Provisions of the Anti-Corruption Policy:

1. Prohibition on offering, paying, soliciting, accepting, or agreeing to receive bribes or compensation of any kind directly or indirectly in exchange for reciprocal favors or improper business advantages.
2. Prohibition on engaging in unlawful transactions with government officials, individuals, or any entities whether directly or indirectly.
3. Prohibition on donating money or providing any support to other persons or entities as a conduit for bribery.
4. Prohibition on providing financial support or any other benefit directly or indirectly to political parties, political groups, or politically associated individuals to gain business advantages or personal benefits.
5. Prohibition on giving gifts, money, or other benefits that may influence business decision-making. Any gift-giving must follow normal business customs, be transparent, not involve cash or cash equivalents, and must not exceed the Company's stipulated threshold.
6. Prohibition on accepting gifts, hospitality, or any other benefits from business-related parties that may exert influence over business decision-making or constitute bribery including but not limited to: (1) hospitality or gifts offered to facilitate convenience, purchase business opportunities, or distort decision-making; and (2) acceptance of hospitality or benefits from business-related parties such as

contractors or bidders during work inspection or selection processes. In necessary circumstances, acceptance must comply with Company criteria, be transparent, and be reported to the Company.

7. Prohibition on organizing hospitality that is excessive in nature or intended to create improper business advantages. Hospitality must be related to legitimate business purposes and must be approved in accordance with Company procedures.
8. Prohibition on using donations or corporate social responsibility activities as a channel for offering or receiving bribes. Donations must be made in the Company's name, with transparency and verifiability.
9. Prohibition on sponsorship with concealed intent to obtain improper benefits. All sponsorship must have a clear purpose and be approved through proper procedures.
10. Prohibition on facilitation payments or kickbacks of any form, whether directly or indirectly.
11. Prohibition on procurement or engagement of third parties with concealed interests, or use of third parties as a conduit for bribery.
12. Prohibition on directors, executives, and employees taking any action that gives rise to a conflict of interest without disclosure, and they must refrain from participating in related decision-making.
13. Prohibition on retaliation, punishment, or any adverse action against whistleblowers or those who refuse to engage in bribery. Fact-finding investigations must be conducted through the defined process.
14. Prohibition on violating the Anti-Corruption Policy. Violators will be subject to disciplinary action and may face legal proceedings under applicable laws.



You can study the Anti-Corruption Policy on the Company's website:

[https://www.teamgroup.co.th/wp-content/uploads/2025/11/4\\_2561-Anti-Corruption-Policy-eng.pdf](https://www.teamgroup.co.th/wp-content/uploads/2025/11/4_2561-Anti-Corruption-Policy-eng.pdf)

## 2.5 Anti-Corruption Monitoring Process

### (1) Business Risk Assessment

The Company conducts quarterly corruption risk assessments, carried out by the Risk Management Director, with results reported to the Risk Management Committee, Executive Committee, Audit Committee, and Board of Directors, respectively. Risk management measures include strict compliance with procurement regulations, control and monitoring measures for key work processes susceptible to corruption, provision of whistleblowing and complaints channels for stakeholders to report corruption (Whistleblower) accessible via the Company website and email and the appointment of an investigation committee to transparently and verifiably review any complaints received.

### (2) Practice Guidelines

The Company has developed a Risk Management Manual, published on the Company's Intranet, defining the components of risk management in relation to business operations and management processes. All business units are required to apply the Enterprise Risk Management Manual as their operational guideline to reduce the risk of corrupt conduct.

### (3) Employee Communication and Training

The Company communicates its Anti-Corruption Policy to all directors, executives, and employees across the Group as well as all stakeholder groups by publishing the policy on the Company's website at [www.teamgroup.co.th](http://www.teamgroup.co.th) under "Corporate Governance," and through the Company's Intranet. The policy is also incorporated as a training topic in new employee orientation programs and included in the Employee Handbook, to ensure broad understanding and consistent adherence.

### (4) Monitoring and Evaluation

The Company monitors and evaluates risk management through the Risk Management Committee on a quarterly basis, with risk assessment results reported to the Executive Committee, Audit Committee, and Board of Directors for acknowledgment respectively. The Internal Audit function is assigned responsibility for auditing and reviewing operational compliance with policies, practices, delegated authority, and regulatory requirements, to ensure that adequate and appropriate control systems are in place against potential corruption risks, and reports to the Audit Committee.

### (5) Sufficiency Review of Processes

The Audit Committee reviews the effectiveness of risk management based on internal audit reports on the internal control system every two quarters, together with external auditor findings every quarter.

### Anti-Corruption Monitoring Results

- Anti-corruption and Business Code of Conduct communication and awareness was delivered to 100% of directors and executives through the Director's Handbook, email, Intranet, and the Company website; and to 100% of employees through new employee orientation, Employee Handbook, email, Intranet, and the Company website.
- A total of 1,058 personnel acknowledged the Procurement Fraud Prevention Policy and Business Code of Conduct through the online acknowledgment form, representing 83.90% of all personnel.
- A total of 1,044 personnel completed and passed the Introduction to Anti-Corruption E-Learning course provided by CAC, representing 82.79% of all personnel. Training topics covered: 1) What is corruption? 2) Primary causes of corruption 3) The state of corruption in Thailand 4) The role of the private sector in corruption prevention and suppression 5) Laws affecting business operations 6) Appropriate internal control measures 7) Corruption risks.

### **Anti-Corruption and Business Ethics Communication and Awareness Table**

Level	Number of Personnel Reached		Communication Channel
	Persons	Percentage	
1. Directors	9	100%	Director's Handbook / Email / Intranet / Company Website
2. Executives	7	100%	Director's Handbook / Email / Intranet / Company Website
3. Employees	1,254	100%	New Employee Orientation / Employee Handbook / Email / Intranet / Company Website

### **Anti-Corruption and Business Ethics Policy Acknowledgment Table**

Total Executives and Employees (persons)	Executives and Employees Who Acknowledged (persons)	Executives and Employees Who Acknowledged (%)
1,261	1,058	83.90%

### Introduction to Anti-Corruption Training Results Table

Total Personnel (persons)	Personnel Who Completed Training	
	Persons	Percentage
1,261	1,044	82.79%


### E-Learning course image: "Introduction to Anti-Corruption



## 2.6 Membership in Anti-Corruption Networks

The Company has formally declared its intent to join an anti-corruption network, demonstrating its commitment to preventing and combating all forms of corruption. The Company is currently in the process of preparing documentation, policies, internal control procedures, and monitoring and evaluation systems in order to apply for anti-corruption certification in 2026, in accordance with the criteria and requirements of the Collective Action Coalition Against Corruption (CAC) Thailand's Private Sector Collective Action Against Corruption program.

The certification application process and fraud prevention measures are driven by the Company's Anti-Corruption Working Group, which is responsible for coordinating and tracking progress of activities and evidence against CAC requirements. The Board of Directors has delegated the Corporate Governance and Sustainability Committee to provide overall oversight, to ensure that operations are conducted in alignment with good governance principles and transparency.

Symbol ^	Company ^	Status ^	Declaration Since ^	Declaration Expire ^	Sector ^
TEAMG	TEAM CONSULTING ENGINEERING AND MANAGEMENT PUBLIC COMPANY LIMITED (Anti-Corruption Policy)	 Signatory	12 Mar 2025	12 Sep 2026	CONSTRUCTION SERVICES

## Anti-Corruption Performance Results

In 2025, the Company monitored anti-corruption efforts across all processes, including whistleblowing and complaints tracking. No instances of corruption involving directors, executives, or employees were identified, which is in accordance with the Company's established targets.

Monitoring Issue	Target	Result
Bribery — work inspection and acceptance, domestic and international	0 cases	0 cases
Bribery — prohibition on accepting hospitality or gifts of any kind not stipulated in employment contracts from contractors and/or any persons who may have conflicts of interest	0 cases	0 cases
Number of employees subject to disciplinary action or dismissal due to non-compliance with the Anti-Corruption Policy	0 people	0 people
Summary of corruption incidents within the organization	0 cases	0 cases

## 2.7 Complaints and Whistleblowing Management Policy and Procedures

The Company has a complaints and whistleblowing management policy and process grounded in prudence, transparency, and fairness, with a focus on ensuring that investigations and reviews are conducted rigorously and without adverse impact on whistleblowers or complainants. For complaints that have been reviewed and investigated, the Company prepares an investigation report for submission to senior management and, where appropriate, to the Board of Directors.

The Company has established a Whistleblower and Complainant Protection Policy to provide assurance that those who report irregularities or corruption will be treated fairly and safely. The Company guarantees that no dismissal, demotion, reassignment, or any form of retaliation will be imposed on whistleblowers or related persons. All whistleblower information and investigation data are kept strictly confidential, with access restricted to relevant persons only. In cases of fraud, Business Code of Conduct violations, or human

rights violations, the Company has defined penalties referencing the Company's work regulations, and legal penalties may apply where the conduct is unlawful.

In the investigation process, the Company assigns the CEO to appoint an Investigation Committee responsible for gathering evidence, establishing facts, and recommending corrective measures. The process also defines procedures for managing cases of fraud and Code of Conduct violations, as well as measures to prevent recurrence.

The Company provides the following channels for whistleblowing, complaints, and reporting of Business Code of Conduct violations, with a defined complaints management process:

1. Suggestion and complaint box at the Human Resources Department office.
2. Direct complaints to:
  - A trusted supervisor at any level
  - Human Resources Department
  - Internal Audit Department
  - Company Secretary
  - Audit Committee members
  - Board Directors
3. Company website under "Corporate Governance" → "Complaints and Whistleblowing System"
4. Direct submission to the Audit Committee at: [whistle-blowing@team.co.th](mailto:whistle-blowing@team.co.th)
5. Postal mail directly to the Board of Directors or Audit Committee at: TEAM Consulting Engineering and Management Public Company Limited Nuan Chan Road, Nuan Chan Sub-district, Bueng Kum District, Bangkok 10230
6. Hotline: 02-509-9000 Ext. 1707

## **2.8 Whistleblowing and Complaints Handling Process for Fraud and Business Code of Conduct Violations**

1. Upon receipt of a whistleblowing report, the CEO or designated representative forwards the matter to the relevant executive for preliminary fact-finding. Upon receipt of a complaint or whistleblowing report, the Company acknowledges receipt to the whistleblower or complainant (if their identity is known or they can be contacted) within 3 business days from the date of receipt.
2. The CEO appoints an Investigation Committee to gather evidence and conduct the investigation in a transparent and fair manner. The Investigation Committee must complete the investigation and fact-finding within 30 business days from the date of appointment, unless there are reasonable grounds for an extension in which case the reasons must be reported to the CEO for approval.
3. Upon conclusion, the Investigation Committee submits a summary report to the Audit Committee. If the complaint has caused or may cause significant damage, it must be reported without delay along with proposed corrective measures.

4. If no violation is found, the case is concluded and closed. If a violation is found, penalties are determined, the matter is reported to the Audit Committee, and preventive measures are proposed to avoid recurrence.
5. Investigation Committee members notify the complainant of the outcome within 30 business days.
6. Investigation and corrective action outcomes are applied to improve the anti-corruption prevention process within 60 days.

## 2.9 Process for Preventing Recurrence of Fraud and Business Code of Conduct Violations

1. Implement corrective measures such as revision of policies, practices, or work processes.
2. Provide employee training on business ethics and appropriate practices.
3. Establish more stringent internal controls to reduce the risk of repeated violations.
4. Monitor the effectiveness of corrective and preventive measures.
5. Continuously review work processes to ensure alignment with the Company's ethical standards and regulations.
6. Periodically report outcomes and preventive measures to the Audit Committee for effective governance oversight.

## 2.10 Whistleblowing and Complaints Receipt Guidelines

Any observed conduct that is unlawful and/or in violation of business ethics may be reported through the Company's designated whistleblowing and complaints channels. The Company will conduct investigations without disclosing the whistleblower's identity, to protect the whistleblower from potential adverse consequences, and will proceed in accordance with the steps set out in the Company's Whistleblowing and Complaints Policy.

## 2.11 Summary of Performance Results

In 2025, the Company monitored anti-corruption and Code of Conduct compliance across all processes, including whistleblowing and complaints tracking. No cases of corruption or Code of Conduct violations by directors, executives, or employees were identified, which is in accordance with the Company's established targets.

<b>Business Code of Conduct Violations</b>	<b>0 cases</b>
<b>Internal Corruption and Fraud</b>	<b>0 cases</b>

## 2.12 Other Practices in Accordance with Good Corporate Governance Principles

The Company has implemented good Corporate Governance practices in accordance with the Corporate Governance Report of Thai Listed Companies (CGR) survey, covering 4 key areas: Shareholders' Rights and Equitable Treatment of Shareholders; Stakeholder Roles and Sustainable Business Development; Disclosure and Transparency; and Board Responsibilities. A summary of performance is as follows:

### (1) Shareholders' Rights

The Company recognizes the importance of fundamental shareholder rights and strictly upholds equitable and lawful treatment of shareholders, including: the right to buy, sell, and transfer shares; the right to receive dividends; the right to access Company information; the right to attend Shareholders' Meetings and vote on agenda items; the right to appoint proxies to attend on their behalf; the right to appoint directors and auditors; the right to express opinions and question directors at meetings; and the right to propose agenda items and nominate directors in advance. The Company ensures that shareholders fully exercise these rights without violation, and has established clear policies and practices for equitable shareholder treatment.

#### 1) Shareholders' Meeting Conduct

The Company holds Annual General Meetings of Shareholders (AGM) in compliance with Stock Exchange of Thailand requirements and in accordance with the SEC's guidelines for conducting Shareholders' Meetings.

- 1.1 The Company discloses its policy supporting and encouraging all shareholder groups to attend Shareholders' Meetings.
- 1.2 The Company provides information on meeting date, time, venue, and agenda items, with explanations and rationale for each item or proposed resolution as stated in the meeting invitation letters or attached agenda documents.
- 1.3 The Company facilitates shareholders in fully exercising their right to attend and vote, and refrains from any action that restricts shareholders' opportunity to attend such as unnecessarily complex voting procedures, excessive costs, or inconvenient meeting venues.
- 1.4 The Company allows shareholders to submit questions in advance of the meeting, with clear criteria for advance question submission communicated alongside the meeting invitation, and published on the Company's website.
- 1.5 The Company encourages shareholders to use proxy forms that allow them to direct their voting, and proposes at least one Independent Director as a proxy option.

## 2) Conduct of the Shareholders' Meeting

- 2.1 The Company promotes the use of technology for Shareholders' Meetings including shareholder registration, vote counting, and results display to ensure efficient, accurate, and precise proceedings.
- 2.2 All directors are expected to attend the Shareholders' Meeting, at which shareholders may question the chairpersons of relevant sub-committees on matters within their purview.
- 2.3 Resolutions are passed on each agenda item individually.
- 2.4 The Board of Directors promotes or arranges for an independent person to monitor or verify vote counts at Annual and Extraordinary General Meetings, with disclosure to the meeting and recording in the minutes.
- 2.5 For director appointment agenda items, the Board proposes director candidates for individual shareholder voting to ensure transparency and accountability.
- 2.6 The Chairman allocates appropriate time and encourages shareholders to express opinions and raise questions on matters related to the Company.

## 3) Meeting Minutes and Disclosure of Shareholders' Meeting Resolutions

- 3.1 Meeting minutes record the explanation of voting procedures and the method of displaying voting results prior to the meeting, as well as the opportunity for shareholders to raise issues or ask questions. Minutes also record questions, answers, and voting results for each agenda item showing the number of votes in favor, against, and abstentions together with the names of directors in attendance and those who were absent.
- 3.2 The Company publicly discloses voting results for each agenda item at Annual and Extraordinary General Meetings through the Company's website.

For 2025, the Company held its Annual General Meeting of Shareholders on 28 April 2025, which did not coincide with a public holiday or a consecutive holiday period of three days or more. The meeting was conducted electronically (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020), using a system from an independent service provider compliant with the Ministry of Digital Economy and Society's security standards, and certified by the Electronic Transactions Development Agency (ETDA). All directors, sub-committee members, executives, the Company Secretary, the certified public accountant, and legal counsel attended in full, to explain agenda items and respond to shareholder questions. The Company ensured that shareholders fully exercised their rights under applicable laws and good Corporate Governance principles.

## Pre-Meeting Shareholder Treatment

- The Company provides shareholders with opportunities to participate in governance by submitting additional agenda items, nominating qualified candidates for director positions, and submitting advance questions prior to the AGM.
- The Company published the Board's resolution on the date, agenda, and Record Date for the 2025 AGM through the Stock Exchange of Thailand's information disclosure system immediately upon resolution on 25 February 2025.
- The Company appointed Thailand Securities Depository Company Limited, as the Company's registrar, to distribute AGM invitation letters to the 2025 via QR Code along with the agenda and a summary of Board opinions. Shareholders could download full documentation including the invitation letter, agenda with Board opinions, Proxy Forms A, B, and C, Annual Report, and supporting documents for each agenda item as well as the registration, meeting attendance, voting, and question submission guide, in both Thai and English. These documents were published on the Company's website and announced through the Stock Exchange of Thailand's information system from 31 March 2025, 28 days prior to the meeting as required by law. The Company also made announcements via electronic media and the Company's website 3 days before the meeting, to give shareholders adequate preparation time.
- The invitation letter provided complete explanations of the purpose, rationale, and Board opinions for each agenda item. Agenda items were clearly prepared, covering key issues for shareholder decision-making.
  - For director appointment agenda items, complete information was provided for each nominee including name, age, position, education, director training or seminar completion, directorship history, years in position, type of directorship proposed, and shareholding in the Company to enable informed shareholder consideration.
  - For the remuneration agenda item, information was provided on the policy, amounts, and forms of remuneration by position and responsibility, as well as the criteria and methodology for remuneration determination.
  - For the auditor appointment agenda item, information was provided on the auditor's name and audit firm, auditor independence, years of service with the Company, and the appropriateness of audit fees with audit fees separated from other service fees, noting that no other service fees were charged.
  - For the dividend payment agenda item, information was provided on the dividend policy, the proposed dividend rate and amount, a comparison with prior-year dividend payout ratios, and supporting rationale.

- The Company did not distribute documents containing material information at the Shareholders' Meeting without prior notice, nor did it add agenda items or change material information without advance shareholder notification.
- The Company supported all shareholder groups in attending the Shareholders' Meeting, providing opportunities for shareholders unable to attend in person to appoint a proxy including an independent director through all three legally required proxy form types. The Board nominated 5 Independent Directors to serve as shareholder proxy representatives.

#### Meeting Day Shareholder Treatment

- The 2025 AGM was held on 28 April 2025 at 10:00 a.m. via electronic meeting, with a total of 91 shareholders attending 7 in person and 84 by proxy.
- The Company opened shareholder registration in advance and continued registration throughout the meeting. Shareholders were entitled to vote on agenda items for which voting had not yet closed, and could access the meeting system from 08:00 a.m. 2 hours before the 10:00 a.m. meeting time as communicated in the invitation letter. Technology was applied throughout the meeting for registration, voting, vote counting, results display, and question submission, to ensure efficient, fast, accurate, and precise proceedings, with a support channel available for shareholders experiencing technical difficulties during registration or the meeting.
- The Company conducted the meeting in strict compliance with legal requirements, with due consideration for shareholder convenience, rights, and equitable treatment. No action was taken to restrict shareholder attendance rights, and all shareholders were entitled to register at any time during the meeting. Stamp duty was also provided for shareholders requiring proxy documents.
- Shareholders who joined after the meeting had commenced retained the right to vote on agenda items under active consideration that had not yet been resolved.
- Before the meeting began, the Chairman of the Board, in his capacity as Meeting Chairman, introduced Board directors, executives, and the auditor in attendance, and announced the number and proportion of shareholders attending in person and by proxy. The Chairman also tasked the Company Secretary with explaining voting rules and procedures to ensure the meeting complied with applicable laws and Company regulations.
- The Company assigned its external auditor as an independent party to oversee vote counting, ensuring that registration, meeting procedures, and vote counting were transparent and fully compliant with laws and Company regulations at every stage.
- The Meeting Chairman allocated sufficient time, conducted the meeting appropriately and transparently, and followed the agenda in the order stated in the invitation letter without addition of any unannounced items.

- Voting rights were exercised in proportion to shares held, with one share equaling one vote. The Company has one class of shares ordinary shares.
- For the agenda item on approving the appointment of directors in place of those retiring by rotation in 2025, shareholders exercised their voting rights to elect each director individually.
- The Meeting Chairman allocated appropriate time, with the meeting commencing at 10:00 a.m. and closing at 12:22 p.m. Throughout the meeting, the Chairman provided equal opportunity for all shareholders to ask questions or express opinions, with the Chairman of the Board, Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, CEO senior executives, and the auditor in attendance to answer questions and provide information until all queries were resolved. All questions, answers, and suggestions were recorded in the meeting minutes for the benefit of absent shareholders.
- The Meeting Chairman clearly announced the resolutions of every agenda item, including the detailed vote counts in favor, against, and abstaining, with results displayed on screen for all participants in the interest of transparency, and recorded clearly in the meeting minutes.

#### Post-Meeting Shareholder Treatment

- The Company published meeting resolutions through the Stock Exchange of Thailand's information system on the day of the meeting, to immediately notify absent shareholders, specifying the resolution outcomes and vote counts per agenda item including votes in favor, against, and abstaining.
- The Company places importance on the quality of Shareholders' Meeting minutes in accordance with good Corporate Governance principles and legal requirements. Minutes include:
  - Names and positions of directors and executives in attendance
  - Shareholder rights and voting and balloting procedures
  - Shareholder questions and the explanations or answers provided by directors or management
  - Meeting resolutions and voting results for all agenda items on which votes were cast, with detailed counts of votes in favor, against, and abstaining
- The Company submitted the complete Shareholders' Meeting minutes to the Stock Exchange of Thailand in accordance with its requirements, and published them on the Company's website within 14 days of the meeting date.

The Company's commitment to ensuring shareholders fully exercise their meeting and voting rights resulted in an "Excellent" rating a perfect score of 100 points in the AGM Quality Assessment (AGM Checklist) for 2025, as assessed by the Thai Investors Association.

## (2) Equitable Treatment of Shareholders

To provide shareholders with assurance that the Board of Directors and management will administer shareholder funds appropriately a critical factor for investment confidence the Board has established policies and practices to ensure that all shareholders receive equitable treatment and protection of their fundamental rights, as follows:

### 1. Right to Appoint a Proxy to Attend and Vote

Shareholders unable to attend in person may appoint another person or an Independent Director proposed by the Company as proxy to attend and vote on their behalf. Shareholders must complete the proxy arrangement prior to the meeting date by submitting a fully completed proxy form with a copy of their national identification card, passport, or other specified identification documents by postal mail or as a PDF file via the designated Company email or through the electronic meeting system without the need to send an original copy.

### 2. Right to Propose Additional Agenda Items

The Company provides shareholders with the opportunity to propose additional agenda items beyond those established by the Board for the AGM, subject to clearly defined procedures and criteria to ensure appropriateness and transparency.

- 2.1 Shareholders wishing to propose items for inclusion as additional agenda items must submit the proposal along with the rationale, factual details, and relevant information using the Company's designated form.
- 2.2 The Company verifies the shareholding status of the proposing shareholder against the shareholder register as of the book-closing date. Proposed items must relate to the Company's business or may have a material impact on the Company's operations. If the Board approves the proposed item, it will be included in the Shareholders' Meeting agenda with a note identifying it as a shareholder-proposed item.

### 3. Right to Nominate Director Candidates

Shareholders may nominate candidates for director positions. The Company reserves the right to consider only candidates who meet the following criteria:

- 3.1 Must possess the qualifications and must not have any prohibited characteristics under the Public Limited Companies Act, Securities and Exchange Act, and the Company's Corporate Governance policy.
- 3.2 Must have the required educational background, work experience, or other qualifications as defined by the Company.

3.3 Must dedicate sufficient time and full commitment to act in the best interests of the Company, treating it as a duty, and must be prepared to attend Company meetings regularly.

3.4 Must not hold directorships in more than 5 listed companies.

The Independent Director will review and select qualified candidates for proposal to the Shareholders' Meeting for resolution. If the Committee does not select a nominee, the name will be presented to the Shareholders' Meeting for consideration independently of the Board's recommendation, so that the Meeting has final decision-making authority. Shareholders must attach the following documents: (1) the director nomination form, and (2) the nominee's personal information together with a copy of shareholding evidence or shareholding confirmation from a securities company/agent, signed and certified by the data owner, and submitted by registered mail to the Company within the stipulated timeframe.

The Company recognizes the importance of treating all shareholders equitably under applicable law, to promote the Corporate Governance principle of shareholder rights protection. The Company operates as follows:

(1) Shareholders have the right to appoint a proxy or authorize one of the Company's independent directors to attend and vote on their behalf. The Company proposes independent directors as proxy options and encloses complete profiles and relevant details of these directors alongside the notice of the shareholders' meeting. Furthermore, the Company encourages shareholders who cannot attend in person to utilize Proxy Form B, which allows them to cast specified votes on each agenda item, including individual director elections. The Company strongly supports the use of proxy forms that enable shareholders to clearly direct their voting preferences.

(2) The Company distributes the meeting notice and all relevant supporting documents to shareholders well in advance to ensure they receive sufficient information to consider each agenda item. Additionally, the Company organizes the meeting via electronic media (E-AGM) to facilitate convenience and ensure comprehensive access for all shareholders.

(3) For the 2025 Annual General Meeting of Shareholders (AGM), the Company provided an opportunity for individual or collective shareholders holding not less than 5% of the total voting rights to propose agenda items in advance, nominate qualified candidates for director positions, and submit advance questions. The submission period was open from October 1, 2024, to December 31, 2024. The Company clearly established the criteria and forms for these submissions, which were announced through the Stock Exchange of Thailand (SET) information system on September 30, 2024, and disclosed on the Company's

website ([www.teamgroup.co.th](http://www.teamgroup.co.th)) under the section "Investor Relations [→](#) Shareholder Information [→](#) Shareholders' Meeting."

(4) The Company provides direct communication channels for all categories of shareholders, including major, retail, institutional investors, and analysts, to submit suggestions, express opinions, or make direct inquiries via email at [ir@team.co.th](mailto:ir@team.co.th) or by telephone at 0-2509-9000-40 ext. 3311-3312 or ext. 101.

To further ensure equitable treatment of all shareholders, the Company has established an Insider Information Policy to prevent directors, executives, and employees from using insider information to improperly benefit themselves or others for example, through insider trading or improper disclosure of insider information to related persons.

#### 4. Insider Information Prevention

The Company restricts the use of insider information to management-level personnel of middle management and above within the relevant business unit or company only. Audited or reviewed financial statements are held by the Chief Financial Officer, and other confidential information is shared only with Senior Manager-level personnel and above for consultation purposes. The Company has defined penalties for persons who use insider information in a manner that causes damage.

The Company has established an Insider Information Control and Use Policy requiring all directors, executives, employees, and staff to maintain the confidentiality of Company secrets and/or insider information, and prohibiting the disclosure or use of such information to benefit themselves or others whether directly or indirectly, and whether or not remuneration is received.

The Company also requires directors, executives, employees, and staff in business units with access to insider information to refrain from buying, selling, or transferring Company securities during the period of 1 month prior to public disclosure of financial statements, and for 24 hours following the public disclosure of financial statements or other material information.

#### 5. Insider Trading Governance

The Company prohibits employees, executives, and persons with access to insider information regarding the Company's performance from buying, selling, or transferring Company securities from the date they receive such information until it has been fully disclosed to the public. The Company also prohibits the use of undisclosed insider information for the purpose of artificially influencing the price of Company securities. In addition, directors and executives are required to report their own, their spouse's, and their minor children's holdings in Company securities to the SEC within 3 business days of any purchase, sale, or transfer, and must also report their Company securities holdings to the Board of Directors on a quarterly basis.

## 6. Information Disclosure Policy

The Company has established insider information prevention measures to protect against directors, executives, employees, and related persons engaging in securities transactions or improperly benefiting themselves or others.

## 7. Cybersecurity

The Company places the highest importance on the development of cybersecurity systems and data protection as key components of its organizational strategy to become "A Sustainable Regional Solution Provider" in line with Vision 2030. The protection of Client data, personal data, and critical engineering data together with good Corporate Governance is directly linked to stakeholder confidence, transparency, and sustainability. The Company has established a systematic cybersecurity policy framework and investment program, with the objective of elevating its Cybersecurity standards with reference to ISO/IEC 27001 the Information Security Management System (ISMS) standard which provides a systematic approach to information security management covering the confidentiality, integrity, and availability of data, as well as the PDPA Compliance Framework and internal security standards tailored to the organization. The Company has also issued an IT and Computer Network Usage Policy and Procedures as a guideline for personnel in using systems effectively and securely.

### (3) Role of Stakeholders

The Company places importance on the governance of all stakeholder groups including employees, Clients, suppliers, shareholders and investors, creditors, and communities in which the Company operates. Stakeholders are cared for in accordance with their legally entitled rights and relevant agreements, and the Company refrains from any action that violates stakeholder rights. The Company has also established processes to promote stakeholder participation in accordance with their respective roles and responsibilities, to support efficient Company performance, ensure long-term business sustainability, and generate equitable benefits for all parties. The Company provides channels for stakeholders to communicate, make suggestions, or submit information to the Board of Directors directly through Independent Directors or the Audit Committee.

### (4) Disclosure and Transparency

The Company places importance on information disclosure. The Board oversees the Company's disclosure of material financial and non-financial information in an accurate, complete, timely, and transparent manner through easily accessible, equitable, and reliable channels as required by law. Key information disclosed includes financial reports and non-financial information that may affect the Company's securities price, in accordance with SEC and Stock Exchange of Thailand requirements.

The Company ensures that financial reports are of high quality, accurate, and prepared in accordance with generally accepted accounting standards, and have been reviewed by an SEC-approved independent auditor. The Company also discloses Board-related information to reflect business transparency including Board and Audit Committee

performance, the number of meetings held and individual director attendance, director and senior executive remuneration policies and forms, and Corporate Governance policy and performance reports. These disclosures are made through SEC channels, the Stock Exchange of Thailand, and the Company's website.

In 2025, the Company fully complied with good Corporate Governance principles, with no history of late financial reporting, and disclosed all relevant Company information accurately, completely, and in a timely manner through various channels to shareholders and investors including quarterly and annual performance reports, material contract disclosures, financial information reports with Board responsibility statements and auditor reports, and disclosures through the Annual Report and Company website, all in compliance with good Corporate Governance principles.

In addition to disclosures required by the SEC and Stock Exchange of Thailand, the Company has disseminated information through press releases and media interviews, presenting information accurately, clearly, and without distortion of facts, and has regularly presented performance and information to analysts, investors, and employees. These activities promote accurate understanding of the Company's operations and business among investors and all stakeholder groups comprehensively, in a timely manner, and equitably with the Investor Relations Department responsible for disclosing information and Company news and activities to shareholders, investors, analysts, and the general public.

**Mail:** Investor Relations Department TEAM Consulting Engineering and Management Public Company Limited 151 TEAM Building, Nuan Chan Road, Nuan Chan, Bueng Kum District, Bangkok 10230

**Email:** [ir@team.co.th](mailto:ir@team.co.th)

**Tel:** 02-509-9000 Ext. 3311-3312 Ext. 101

**Fax:** 02-509-9090

Interested parties may also request meetings with Company executives for additional information. In 2025, the Company held a total of 6 meetings and information exchange sessions with analysts, institutional investors, and general investors, to provide clearer insight into the Company's performance results, as follows:

Investor Relations Activities for 2025	Number of Times per Year
TEAMG Analyst Meeting and Institutional Investor Meeting	3
TEAMG Opportunity Day (co-organized with the Stock Exchange of Thailand)	1

In addition, various information was disclosed through the Company's website at [www.teamgroup.co.th](http://www.teamgroup.co.th) in both Thai and English, to ensure all stakeholder groups have comprehensive access to information.

#### **(5) Company Auditor and Audit Fees**

In accordance with Section 120 of the Public Limited Companies Act B.E. 2535 (1992) and Article 36 of the Company's Articles of Association, the appointment and remuneration of the auditor is determined by the Shareholders' Meeting. Additionally, under the relevant Capital Market Supervisory Board announcement requiring listed companies to rotate auditors every 7 fiscal years, companies are prohibited from retaining the same auditor who has reviewed or audited and expressed opinions on financial statements for 7 consecutive fiscal years.

For 2025, the Audit Committee considered the work experience of auditors from EY Office Limited, who are capable of performing their duties appropriately without conflicts of interest with the Company, its subsidiaries, management, major shareholders, or related persons ensuring independence in auditing and expressing opinions on the Company's financial statements. The auditors are able to conduct audits in accordance with the Company's defined timeline, have an excellent understanding of the Company's business, and can perform audits efficiently and effectively. The Audit Committee therefore resolved to recommend to the Board of Directors for subsequent proposal to the AGM the appointment of an auditor from EY Office Limited for the fiscal year 2025, ending 31 December 2025.

The auditor who signed and certified the Company's financial statements was Miss Watoo Khayankarnavee, Certified Public Accountant License No. 5423, appointed as the Company's auditor from 2023. As of 2025, she has served for 3 years, within the auditor rotation requirements applicable to listed companies.

The Company paid audit and financial statement review fees for the fiscal year 2025 to EY Office Limited, an SEC-approved auditor, with fee details as follows:

<b>1. Audit Fees</b>		(Unit: Baht)
<b>Audit Fee</b>	<b>2025</b>	
1. Annual audit fee	1,860,000	
2. Quarterly financial statement review fee	1,020,000	
<b>Total</b>	<b>2,880,000</b>	

**Note:** The 2025 audit fee was approved by the 2025 Annual General Meeting of Shareholders on 28 April 2025.

## 2. Non-Audit Fees

— None —

The Company's commitment to advancing good Corporate Governance practices resulted in an "Excellent" or 5-star rating in the Corporate Governance Report of Thai Listed Companies (CGR) survey for 2025 conducted by the Thai Institute of Directors for the fifth consecutive year and a Top Quartile ranking among companies in the same Market Capitalization group (3,001–10,000 Million Baht). This reflects the Company's strong business performance capabilities and its pursuit of becoming a sustainable comprehensive regional consulting leader in accordance with governance principles.

## 3. Risk Management and Crisis Management



The Company prioritizes risk management as a core pillar of Good Corporate Governance, focusing on establishing preventive systems to navigate uncertainties. Effective risk management not only protects corporate value but also opens up new opportunities to foster balanced and sustainable long-term growth.

### 3.1 Strategy and Business Continuity Management

The Company has established risk management policies and frameworks in conjunction with Business Continuity Management (BCM), which encompasses the Emergency Response Plan (ERP) and the Business Continuity Plan (BCP). These plans are reviewed and tested through annual simulation drills to ensure that business operations can resume rapidly and efficiently, even in times of crisis.

### 3.2 Business Rationale and Impact of Risk Management

Comprehensive risk management enables the Company to achieve its organizational goals and objectives while creating long-term value for stakeholders.

### Building Trust and Protecting Corporate Image:

Safeguarding against incidents that could impact the trust of customers and stakeholders, which represents the most vital asset in the consulting and engineering business

### Enhancing Efficiency and Reducing Costs:

Minimizes losses and expenses that may arise from operational errors, fraud, or non-compliance (Compliance failures).

### Business Continuity:

Enhances the capability to anticipate and respond to Emerging Risks such as cyber threats and climate change to ensure uninterrupted operations.

## 3.3 Stakeholder Impact Management

The Company analyzes the relationship between risk management and its impacts on stakeholders to create Shared Value and concretely reduce risks to all stakeholder groups, as follows:

Stakeholder	Positive Impact (+)	Risk if Poorly Managed (-)	TEAMG Risk Management Approach
Clients	Receive high-quality, accurate consulting and engineering work delivered on schedule	Design errors or delays in reports and deliverables impacting Client project costs	Project Risk Management and Quality Control System (ISO 9001:2015)
Employees	Safe working environment and career stability from organizational growth	Accidents during field site visits, or burnout from inadequate human resource management	Strict compliance with occupational health, safety, and work environment standards, and the development of a Preventive Culture
Shareholders and Investors	Benefit from the business's financial stability, consistent returns, and sustainable growth.	Financial performance falling short of targets or fluctuations caused by external factors.	Good Corporate Governance alongside robust financial and cash flow risk management.
Partners & Alliances	Experience fair joint ventures and collaborations within a transparent supply chain.	Operational disruptions due to partners' failure to meet standards or ethical issues.	Supplier ESG Due Diligence and strict enforcement of the Supplier Code of Conduct.

Stakeholder	Positive Impact (+)	Risk if Poorly Managed (-)	TEAMG Risk Management Approach
Communities and Society	Benefit from engineering designs and consulting projects that minimize environmental impacts and enhance quality of life.	Public complaints arising from project execution or damages caused to local natural resources.	Environmental and Social (E&S) Risk Assessment coupled with expertise in Net Zero and Climate Change solutions.
Government and Regulators	Witness transparent business operations that comply with statutory laws and support national development policies.	Legal penalties, fines, or loss of business opportunities to participate in government biddings.	A comprehensive Compliance system and anti-corruption policies.

### 3.4 Risk Management Policy and Process

The Company has established a risk management policy to serve as an organization-wide guideline and to foster a culture of **"Risk Ownership"**. Adhering to the international **COSO-ERM 2017** standard and the guidelines of the Stock Exchange of Thailand, the Company emphasizes transparency and sustainable growth through a 6-step core process as follows:

1. **Objective Setting:** Establishing targets aligned with the corporate vision and strategy, covering anti-corruption and emerging risks within the defined Risk Appetite.
2. **Risk Identification:** Identify both internal and external risk factors across strategic, operational, financial, compliance, and sustainability (ESG) dimensions.
3. **Risk Assessment:** Analyzing the severity of risks based on Likelihood and Impact criteria to prioritize risk levels.
4. **Risk Response:** Determining appropriate mitigation strategies, including Accept, Reduce, Transfer, or Avoid.
5. **Control Activities:** Implementing control activities across 4 areas (preventive, detective, directive, and corrective) to mitigate risks down to an acceptable level (Residual Risk).
6. **Monitoring and Reporting:** Continuously tracking risk statuses and reporting the results to the Risk Management Committee on a quarterly basis.

Furthermore, the Company has elevated transparency to international standards through disclosure in accordance with **GRI, SASB, and TCFD** standards, integrated with the ISO 9001:2015 and ISO 14065:2020 quality management systems in managing Nonconformities and conducting Root Cause Analysis to systematically prevent recurrence.

### 3.5 Risk Appetite Statement

The Company defines its Risk Appetite as a guideline for decision-making and operations to achieve organizational objectives under governance and sustainability principles, with consideration of both positive and negative impacts on stakeholders. The table below summarizes TEAMG's Risk Appetite across each risk dimension.

Risk Dimension	Risk Appetite	Key Risk Indicator	Consequences of Exceeding Risk Appetite
1. Strategic Risk Strategy and Marketing	<b>Moderate:</b> willing to accept risk to pursue new opportunities, but within a controlled plan	Cumulative contract value below target by >10%, or loss of market share in key projects	Loss of growth opportunities and impact on corporate image as a industry leader.
2. Operational Risk	<b>Low:</b> Focuses on excellence in work quality, cybersecurity, and talent retention.	Client satisfaction score < 95%, or occurrence of a significant IT system failure.	Loss of client trust, project cost overruns, and loss of high-potential personnel.
3. Financial Risk	<b>Low:</b> Emphasizes cash flow stability and financial liquidity.	Accounts Receivable (AR) outstanding > 60 days, or Unbilled revenue > 20%	Lack of liquidity, affecting the confidence of investors and financial institutions.
4. Compliance Risk	<b>Zero Tolerance:</b> 100% strict adherence to current applicable laws, regulations, and the business code of conduct.	Number of violations against current laws (e.g., PDPA, labor laws, copyrights), or any detected corruption or human rights violations.	Severe damage to reputation, disqualification from public/private project biddings, and exposure to civil and criminal penalties.
5. Emerging Risk	<b>Low to Moderate:</b> Focuses on proactive adaptation (Resilience) and compliance with newly emerging laws and regulations.	Greenhouse Gas (GHG) reduction progress falling short of the 4% reduction plan, or employees lacking skills in Digital Twin/AI.	Long-term loss of competitiveness and failure to achieve Net Zero targets.



You can study the Risk Management Policy on the company's website.

<https://www.teamgroup.co.th/en/Risk Management Policy>

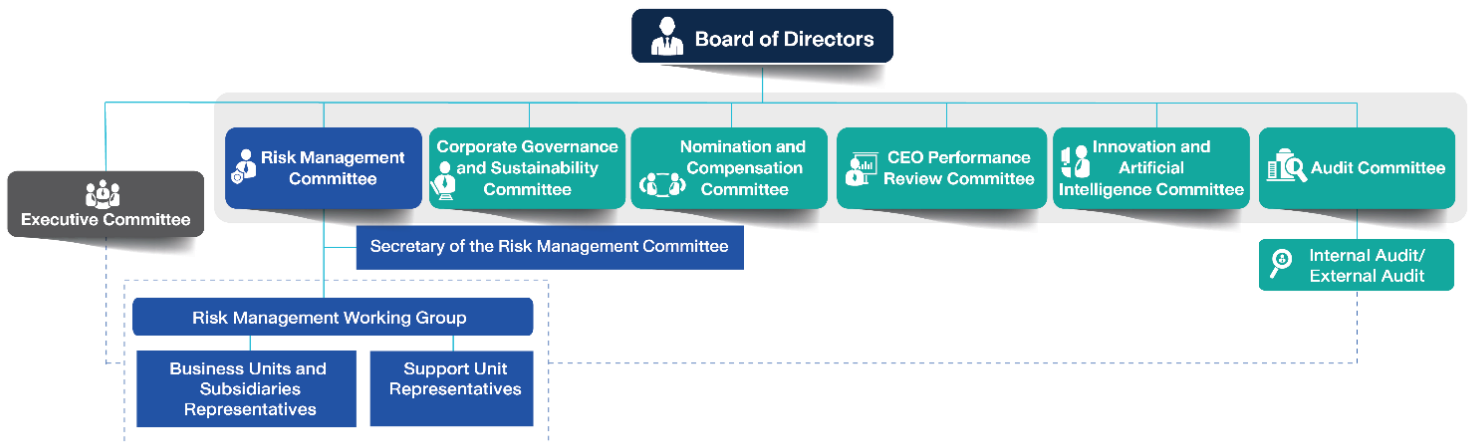
### 3.6 Risk Governance

To ensure that risk management is executed efficiently and with appropriate checks and balances, the Company has established a clear governance structure comprising committees and working groups that operate in seamless coordination as follows:

#### 3.6.1 Risk Governance Structure Summary

The Company's risk management governance structure is designed to ensure that risk management is executed with efficiency, transparency, and comprehensive coverage across all levels of the organization. This includes incorporating sustainability (ESG) dimensions, which constitute the core of our sustainable business practices of sustainable business conduct.

Risk Management Organization Structure



Party	Roles and Responsibilities
Board of Directors	<ul style="list-style-type: none"> <li>- Holds the highest oversight role in ensuring management maintains an appropriate and effective risk management system.</li> <li>- Reviews the effectiveness of risk management processes and acknowledges quarterly reports.</li> </ul>
Audit Committee	<ul style="list-style-type: none"> <li>- Reviews the adequacy and effectiveness of the Company's risk management system.</li> <li>- Provides opinions on the Enterprise Risk Management (ERM) plan to the Board of Directors.</li> </ul>
Risk Management Committee (RMC)	<ul style="list-style-type: none"> <li>- Strategy and Policy : Defines risk management strategies and policies covering ESG aspects and climate change-related risks, and reviews and approves key risk mitigation plans and control activities .</li> <li>- Governance: Approves the Risk Appetite Statement and critical risk management initiatives .</li> <li>- Reporting: Reports risk management performance and updates to the Audit Committee and the Board of Directors on a quarterly basis.</li> </ul>

Party	Roles and Responsibilities
Risk Management Working Group (RMC)	<ul style="list-style-type: none"> <li>- Implementation Develops and aligns operational risk management strategies with the policies established by the RMC .</li> <li>- Analysis Evaluates risks at the corporate level and for projects with a Contract Amount of THB 20 million or more</li> <li>- Support Develops standardized risk management manuals and promotes a risk awareness culture across various departments.</li> </ul>
Enterprise Risk Management Committee Secretariat	<ul style="list-style-type: none"> <li>- Coordination Consolidates risk assessment results and monitors action plans and mitigation progress across various business units .</li> <li>- Reporting Coordinates the preparation of risk management manuals and regularly submits executive summary reports to the RMC.</li> </ul>
Business Unit / Subsidiary Representatives and Supporting Functions	<ul style="list-style-type: none"> <li>- Risk Owner Executes internal control activities and carries out risk management mitigation plans within their respective units .</li> <li>- Proactive Reporting Studies, identifies, and immediately reports newly arising or potential risks to direct supervisors.</li> </ul>

### 3.7 Independence and Assurance

The Company prioritizes independent assurance and verification to ensure transparency, as outlined below:

- **Checks and Balances:** The Chairman of the Risk Management Working Group and the Head of Internal Audit must be different individuals. Currently, an Independent Director (Assoc. Prof. Dr. Chamlong Prabkeao) serves as the Chairman of the Risk Management Committee, while the Chief Executive Officer (Mr. Chawalit Chantararat) serves as the Chairman of the Risk Management Working Group.
- **External Assurance:** The Chief Financial Officer (Ms. Natthaya Limsuntrakul) coordinates with external assurance providers to verify the risk management system, which was successfully completed in February 2025.
- **Auditor Independence:** The Company strictly complies with the regulations of the Securities and Exchange Commission (SEC) regarding mandatory audit partner rotation every 7 years (or in accordance with current regulatory requirements) to ensure absolute independence and objective performance standards.



You can study the Charter of the Risk Management Committee on the company's website. [https://www.teamgroup.co.th/wp-content/uploads/2026/05/2568\\_Charter-of-the-RMC\\_eng.pdf](https://www.teamgroup.co.th/wp-content/uploads/2026/05/2568_Charter-of-the-RMC_eng.pdf)



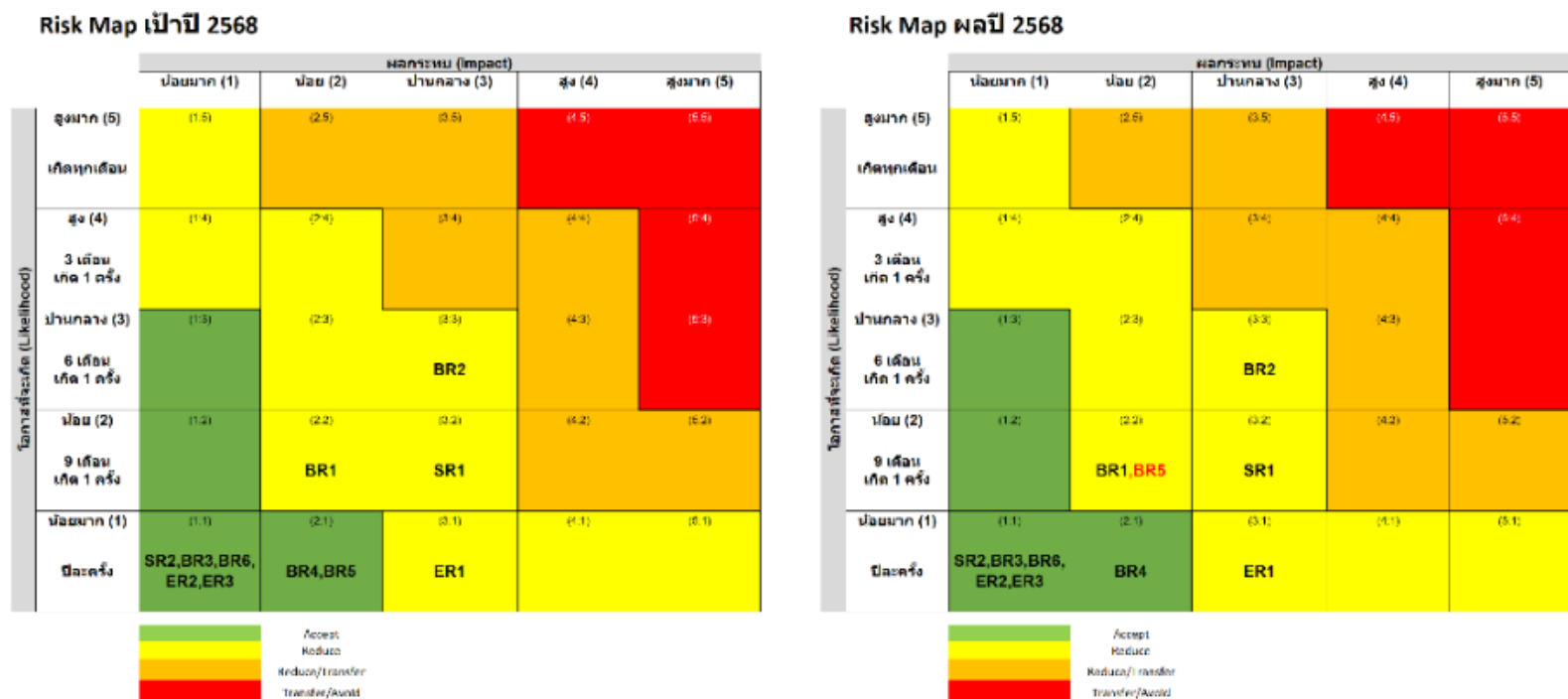
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### 3.8 Business Risk Factors

The Company operates its business with a primary focus on goals, policies, and strategies. Accordingly, a continuous process to identify and assess risk factors is conducted quarterly, encompassing significant internal and external factors. This ensures the formulation of risk response measures aligned with the Company’s defined Risk Appetite. For the year 2025, the Company has classified its key risk factors into 5 core dimensions as follows:

#### 1) Top Risk Summary and Movement Analysis

Based on the comparison of risk positions on the Risk Map between the defined targets and actual performance as of year-end 2025, the Company found that the majority of risks moved in a manageable direction and remained within the acceptable zone (Risk Appetite). The details are as follows:



Risk Dimension	Code	Key Risk Factor	Risk Level (Risk Appetite)	Trend (Movement)
1. Strategic Risk	SR1	Strategy misaligned with current situations Risk	Moderate	↔ Stable
	SR2	Damage to corporate image and reputation Risk	Low	↓ Decreasing
2. Operational Risk	BR1	Operational management and quality control Risk	Moderate	↔ Stable
	BR4	Human resource management and development Risk	Low	↓ Decreasing
	BR5	Cybersecurity threats Risk	Low	↑ Increasing
3. Financial Risk	BR2	Project contract and cash flow Risk	Moderate	↓ Decreasing
4. Compliance Risk	BR3	Legal, rules, and regulatory compliance Risk (Focusing on the compliance of operational processes with current laws and regulations)	Low	↑ Increasing
	BR6	Fraud and Corruption Risk	Low	↔ Stable
5. Emerging Risk	ER1	Natural Disasters and Climate Change Risk	Moderate	↑ Increasing
	ER2	Changes in Government Regulations and ESG Standards) Risk	Low	↑ Increasing
	ER3	Rapid Technological Transformation Risk	Low	↑ Increasing

## [Risk Movement Analysis](#)

- **Risk Movement Direction:** The majority of risk issues have been successfully controlled and maintained within the acceptable zone (Green and Yellow zones). This reflects the effectiveness of the Risk Mitigation Plans that have been integrated into our operational processes throughout the year.
- **Focus Areas for Special Management:**
  - **BR2 (Project contract and cash flow Risk):** The Company has enhanced its proactive management of project milestones and cash flows to maintain the Current Ratio and liquidity at a safe level in accordance with the specified criteria.
  - **BR5 (Cybersecurity threats Risk):** Although there is a slight increasing trend in Likelihood due to current situations, the Company has elevated its vigilance through a 24-hour Security Operations Center (SOC) to keep the Impact within acceptable thresholds and prevent any damage to critical data.

### 3.9 Key Risk Segment Analysis

The Company analyzes risk factors and establishes comprehensive mitigation measures across the entire value chain, categorized into 4 core risk dimensions as follows:

#### 3.9.1 Strategic Risk (SR1, SR2)

- **Risk Context:** Impact from changes in government policies affecting infrastructure budget allocation, as well as stricter environmental laws (Net Zero / EIA), which may affect project continuity and corporate image.
- **Management Approach:**
  - **Strategic Positioning:** Elevate capabilities to become a comprehensive One-stop Services provider to create differentiation and expand revenue into new, higher-margin businesses.
  - **Expertise Development:** Developing expertise in sustainability and greenhouse gas verification in accordance with ISO 14065:2020 standard to cater to low-carbon market demands.
  - **Partnership & Innovation:** Establishing strategic partnerships with leading international firms and implementing Digital Twin technology in project analysis to maintain industry leadership in the engineering consulting business.

### 3.9.2 Operational Risk (BR1, BR4, BR5)

- **Risk Context:** Risks arising from operational errors, shortage of specialized personnel, and cybersecurity threats that may disrupt operations.
- **Management Approach:**
  - **Quality Excellence (BR1):** Controlling work quality in accordance with ISO 9001:2015 standard through stringent audits by the Quality Management Committee (QMC) and Project Quality Assurance (PQA) experts prior to delivery..
  - **Human Capital Development (BR4):** Focusing on talent upskilling and reskilling in emerging technologies such as BIM and AI to enhance operational efficiency and minimize Human Error.
  - **Cyber Resilience (BR5):** Investing in advanced information security systems and a 24-hour Security Operations Center (SOC), alongside regular simulation drills of the Business Continuity Plan (BCP) to handle emergency situations.

### 3.9.3 Financial Risk (BR2)

- **Risk Context:** Liquidity fluctuations resulting from delayed contract milestone payments and rising operational costs.
- **Management Approach:**
  - **Cash Flow Optimization:** Systematically tracking Accounts Receivable (AR) and Unbilled revenue, while implementing advance payment criteria for new projects.
  - **Financial Discipline:** Controlling key financial ratios, such as the Current Ratio and Debt-to-Equity (D/E) Ratio, to maintain levels that reflect financial stability and investor confidence.

### 3.9.4 Compliance Risk (BR3, BR6)

- **Risk Context:** Changes in enacted legal requirements such as the Personal Data Protection Act (PDPA), foundational sustainability disclosure standards, and risks related to fraud and corruption.
- **Management Approach:**
  - **Regulatory Compliance (BR3):** Strictly complying with the PDPA and preparing data disclosures in accordance with international frameworks (GRI, SASB, TCFD) to elevate transparency and maintain credibility ratings according to FTSE Russell criteria.
  - **Zero Tolerance & Supply Chain (BR6):** Enforcing strict Anti Corruption policies, alongside conducting 100% Supplier ESG Assessments for new suppliers to foster a sustainable and transparent supply chain.

### 3.10 Impact Analysis and Action Plan Formulation for Emerging Risks (Emerging Risk)

The Company identifies and analyzes risks that may impact business operations over the next 1–5 years using PESTEL Analysis, to define proactive measures and transform challenges into sustainable growth opportunities, as follows:

Emerging Risk Factors	Risk Description & Impact	Proactive Mitigation Measures
<p><b>1. Emerging Risk:</b></p> <p>Natural Disasters and Climate Change Risk (ER1)</p>	<p><b>Risk Level:</b> Moderate (Yellow)</p> <p><b>Risk Description:</b> Climate change risks that impact the Company in two main dimensions: 1) <b>Physical Risk</b> from the increasing severity and frequency of natural disasters, which may affect the Company’s assets and project execution 2) <b>Transition Risk</b>, encompassing changes in policies, regulations (such as CBAM measures), low-carbon technologies, and shifts in market demand within the engineering consulting industry.</p> <p><b>Impact:</b> Failure to adapt to climate change in a timely manner could lead to higher financial costs across the entire value chain, as well as professional liability risks if engineering designs do not accommodate changing climatic conditions. This directly impacts competitiveness in a market transitioning toward a low-carbon economy and may weaken investor confidence regarding the environmental (E) dimension.</p>	<p>The Company integrates climate management into its sustainable corporate strategy as follows:</p> <ul style="list-style-type: none"> <li>• <b>Climate Scenario Analysis:</b> Analyzing financial impacts under climate scenarios (1.5°C and 2°C) in accordance with TCFD standards to formulate strategic risk management plans.</li> <li>• <b>Decarbonization Technology:</b> Focusing on expertise in future technologies (CCUS / Green Hydrogen) and implementing Internal Carbon Pricing to assess project viability and sustainability.</li> <li>• <b>Resilient Design &amp; Adaptation:</b> Elevating engineering consulting practices for climate-resilient infrastructure design and comprehensive climate change adaptation consulting.</li> <li>• <b>ESG Business Opportunity:</b> Turning challenges into market opportunities by offering Net Zero and ESG Consulting services to meet international client demands.</li> <li>• <b>Carbon Reduction Target:</b> Setting a target to reduce greenhouse gas (GHG) emissions by 4% within 2026 through efficient resource management.</li> </ul>

Emerging Risk Factors	Risk Description & Impact	Proactive Mitigation Measures
<p><b>2. Emerging Risk:</b></p> <p>Changes in Government Regulations and ESG Standards Risk (ER2)</p>	<p><b>Risk Level:</b> Low (Green) <i>(Due to proactive preparedness measures)</i></p> <p><b>Risk Description:</b> Risks arising from stricter and more complex international and national ESG regulations and standards, such as the Thailand Taxonomy and the European Union’s Carbon Border Adjustment Mechanism (CBAM). These measures are increasingly becoming mandatory criteria for selecting consultants in large-scale projects.</p> <p><b>Impact:</b> Inability to elevate expertise to keep pace with these new criteria will impact future business opportunities, result in lower sustainability scores, and create constraints in accessing green finance.</p>	<p>The Company focuses on turning legal compliance requirements into competitive advantages as follows:</p> <ul style="list-style-type: none"> <li>• <b>Global Standard Integration:</b> Elevating sustainability data disclosure to the highest international frameworks (GRI, SASB, and TCFD) to build transparency and satisfy evaluation criteria of global investors like FTSE Russell, thereby increasing opportunities to attract sustainable institutional investment.</li> <li>• <b>Strategic ESG Consulting (New Business Opportunity):</b> Developing consultant capabilities and expanding service offerings into comprehensive sustainability consulting (ESG &amp; Net Zero Consulting) to assist clients in adapting to the Thailand Taxonomy and preparing for the EU’s CBAM, generating new streams of revenue.</li> <li>• <b>Sustainable Supply Chain Engagement:</b> Enforcing the Supplier Code of Conduct alongside conducting 100% Supplier ESG Assessments for new suppliers to foster a sustainable supply chain and reduce compliance risks throughout the project lifecycle.</li> <li>• <b>Strengthening Grievance &amp; Ethical Governance:</b> Adhering to Zero Tolerance principles and enhancing effective grievance mechanisms that protect whistleblower rights, reinforcing</li> </ul>

Emerging Risk Factors	Risk Description & Impact	Proactive Mitigation Measures
		<p>an excellent corporate governance (G) image, which is a key requirement for bidding on large projects from governments and international organizations.</p>
<p><b>3. Emerging Risk:</b></p> <p>Rapid Technological Transformation Risk (ER3)</p>	<p><b>Risk Level:</b> Low (Green)</p> <p><b>Risk Description:</b> Risks from exponential leaps in emerging technologies (Digital Disruption), such as Artificial Intelligence (AI), Digital Twin technology, and large-scale project data management (Big Data). If the Company fails to adapt or integrate these innovations into its workflows in a timely manner, traditional processes will become inefficient compared to new international standards in the engineering consulting business.</p> <p><b>Impact:</b> Delayed adaptation directly affects competitiveness and results in the loss of clients seeking high-tech solutions. It could also lead to higher operational costs than competitors due to a lack of automation to optimize efficiency, impact investor confidence in long-term growth potential, and pose risks of losing high-potential talent if the organization lacks modern digital tools to support their work.</p>	<p>The Company focuses on achieving full digital transformation to elevate service standards and create new business opportunities as follows:</p> <ul style="list-style-type: none"> <li>• <b>Digital Strategic Investment:</b> Investing in advanced digital platforms in collaboration with affiliates to enhance comprehensive, rapid, and digitally responsive consulting services.</li> <li>• <b>Innovation-Driven Quality:</b> Integrating BIM and Digital Twin technologies into design and project management to minimize human errors and maximize long-term asset management efficiency for clients.</li> <li>• <b>AI Implementation:</b> Applying Artificial Intelligence (AI) to analyze Big Data to support precise decision-making, reduce working hours, and enhance project cost management capabilities.</li> <li>• <b>Just Transition &amp; Human Capital Development:</b> Focusing on employee upskilling and reskilling to build expertise in advanced technologies, ensuring job security and adding value to personnel in line with labor-related ESG criteria.</li> <li>• <b>Sustainable Innovation:</b> Driving innovation through the Circular</li> </ul>

Emerging Risk Factors	Risk Description & Impact	Proactive Mitigation Measures
		Economy Construction Industry (CECI) network to apply environmentally friendly technologies in engineering work, aligning with global market demands and sustainability goals.

### Summary of Emerging Risk Management

The Company is committed to integrating the outcomes of emerging risk management into its corporate governance system and proactive control measures. This ensures stakeholders can be confident that the Company will grow with transparency and resilience under all future changes.

### **3.11 Risk Management Performance Results for 2025**

In 2025, the Risk Management Committee held a total of 4 monitoring and oversight meetings to ensure that risk management covers all business units and is aligned with sustainable development objectives. The Company has designated risk management performance outcomes as a component of the Key Performance Indicators (KPIs) of Risk Owners across all business units, to embed a Risk Culture throughout the organization. Quantitative performance results are summarized as follows:

#### Key Risk Indicators (KRIs) Performance Summary

Key Risk Indicator	2025 Performance
<b>Governance Dimension</b>	
• Number of personnel trained in risk management and ESG (persons) (SR/BR/ER)	885
• Number of complaints received through Whistleblowing channel (cases) (BR6)	0
<b>Risk Management Dimension</b>	
• Percentage of risks managed to an acceptable level (%) (SR, BR, ER)	100%
• Number of risk events exceeding the acceptable level (cases)	0
• Number of Business Continuity Plan (BCP) drills conducted (times) (BR5/BCP)	1

Key Risk Indicator	2025 Performance
<b>Compliance Dimension</b>	
• Number of legal and sustainability (ESG) penalty or fine cases (BR3, BR6)	0
• Number of Corrective Action Requests (CAR) from ISO 9001:2015 assessment (cases) (BR1)	0
<b>Supply Chain Dimension</b>	
• Percentage of new suppliers assessed for fraud and ESG risk (%) (BR6/ESG)	100%
• Number of high-risk suppliers identified regarding fraud and corruption (suppliers) (BR6)	0

### 3.12 Key Performance Strategic Insight

Based on the operations over the past year, the Company has successfully achieved all defined performance targets. Key highlights reflecting the effectiveness of our GRC (Governance, Risk, and Compliance) integration include:

- **100% Control Effectiveness:** Proactive mitigation measures have successfully maintained all critical risks within acceptable thresholds. Notably, the management of project liquidity and cash flows (BR2) and the enhancement of cybersecurity (BR5) successfully kept impacts at a low level, despite mounting pressure from external factors and digital threats.
- **Future-Ready Workforce:** Training 885 personnel (representing 68% of the total workforce) in risk management combined with ESG dimensions serves as a vital foundation. This empowers the workforce to effectively navigate emerging risks—such as the climate crisis (ER1), shifting international supplier standards (ER2), and AI implementation in engineering consulting (ER3)—within their daily operations.
- **Sustainable Supply Chain Strength:** Achieving 100% ESG risk assessments for new suppliers in alignment with the Supplier Code of Conduct reinforces transparency and mitigates fraud and corruption risks (BR6). Furthermore, this prepares our supply chain partners for international environmental measures, such as CBAM and the Thailand Taxonomy, ensuring business continuity across the entire value chain.

The Company remains steadfast in upholding a Zero Tolerance standard against corruption and regulatory non-compliance. This reinforces our corporate image of absolute transparency and drives sustainable value creation, in line with the AAA rating of the SET ESG Ratings.

### 3.13 Risk Culture Promotion

The Company strongly believes that a robust risk management culture is a vital foundation for sustainability. Therefore, it focuses on building a "Preventive Culture" to ensure that personnel at all levels recognize risk management as a collective duty and mutual responsibility (Risk Ownership). This is driven through two primary approaches:

**1. Risk-Informed Decision Making** The Company integrates Key Risk Indicators (KRI) with Key Performance Indicators (KPI) to stimulate proactive management.

- **Strategic Vigilance Mechanism (SR1, BR2):** Establishes Early Warning Signals that trigger when performance falls below 10% of the target, allowing for timely strategic adjustments.
- **Risk Assessment in Operational Processes (BR1):** Instilling project risk analysis into every decision-making step to enhance corporate resilience.

#### 2. Risk Training and Awareness

- **Human Capital Upskilling:** In 2025, the Company organized 11 sessions of the "Enterprise Risk Management Covering ESG Dimensions and Emerging Risks" training course. The program had a total of 885 participants across all organizational levels, comprising 8 Directors, 18 Executives, and 859 Employees, establishing a solid foundation to make risk management an integral part of daily operational workflows.
- **Application and Recognition (Workshop & Recognition):** Conducting the Risk Management Workshop alongside presenting the "Risk Management Workshop Award 2025" to incentivize employees and foster a sustainable risk culture throughout the organization.

## “Enterprise Risk Management” Session 8/2025



**Assoc. Prof. Dr. Chamlong Prabkeao**

- Independent Director
- Member of the Nomination and Compensation Committee
- Member of the Corporate Governance and Sustainability Committee
- Member of the CEO Performance Review Committee
- Chairman of the Risk Management Committee



**Air Chief Marshal Kongsak Chantarasopa**

- Independent Director
- Member of the Audit Committee
- Member of the Nomination and Compensation Committee
- Member of the Corporate Governance and Sustainability Committee
- Chairman of the CEO Performance Review Committee
- Member of the Risk Management Committee



**Mr. Chawalit Chantararat**

- Deputy Chairman
- Member of the Corporate Governance and Sustainability Committee
- Member of the Risk Management Committee
- Deputy Chairman of the Executive Committee
- Chief Executive Officer
- Chairman of Risk Management Working Group



**Mr. Meererk Passara**

- Director
- Member of Executive Director
- Member of the Corporate Governance and Sustainability Committee
- Member of the Risk Management Committee
- Member of the Risk Management Working Group



**Dr. Pastsakorn Kitiyodom**

- Member of Executive Director
- Chief Operating Officer 2
- Member of the Risk Management Working Group

## “Enterprise Risk Management” Session 8/2025



## Risk Management Workshop Award 2025



### 3.14 Integrated GRC for Sustainability

The Company elevates its Corporate Governance through the **Integrated GRC (Governance, Risk Management, and Compliance)** framework, to build a transparent operating system that connects all dimensions of risk management with the sustainable growth strategy. The key coordination mechanisms are as follows:

- **Governance (G):** The Board of Directors exercises oversight through the Risk Management Committee (RMC) to set a strategic direction that is transparent, accountable, and aligned with business ethics. Sustainability targets (ESG Targets) are linked to management performance indicators and remuneration policies to create shared accountability at the policy level.
- **Risk Management (R):** The Risk Map and KRI Dashboard serve as central tools for monitoring the development of risks across all dimensions including Emerging Risks to enable management to make strategic decisions and determine Risk Responses in a timely manner, in alignment with market and technology volatility.
- **Compliance (C):** Risk assessment results are systematically integrated into internal control systems and regulatory compliance plans to prevent fraud and minimize operational errors. This simultaneously establishes operational standards that comply with international criteria

### 3.15 Preparedness and Elevating to International Standards

The Company leverages the outcomes of emerging risk management to continuously drive improvements in its operational policies. Our focus centers on providing data disclosures that are transparent and accountable in accordance with international frameworks, namely GRI, SASB, and TCFD. This fulfills the expectations of all stakeholder groups while maintaining our leadership within sustainability indices

### 3.16 Tangible Performance and Key Achievements in 2025

The effective synchronization of the GRC system has enabled the Company to achieve key successes as follows:

- 1. Zero Tolerance Achievement:** No reports of fraud or corruption, disciplinary actions from regulatory authorities, or significant penalties regarding ESG issues and any legal violations were identified.
- 2. Excellence in Human Rights and Labor Relations:** No labor disputes or employee strikes occurred. The Company successfully maintained excellent relations and a constructive working environment under grievance and whistleblowing mechanisms that are fair, transparent, and highly effective in protecting the rights of personnel at all levels.

**3. Future-Proofing Resilience:** Strategic investments in digital platforms and eco-friendly engineering innovations have strengthened competitiveness and enhanced organizational resilience, ensuring stable growth amidst the global transition to a low-carbon economy.

#### 4. Tax Strategy and Financial Transparency

TEAM Consulting Engineering and Management Public Company Limited recognizes that transparent tax management and financial disclosure are essential components of good Corporate Governance and the foundation of confidence from shareholders, investors, regulatory authorities, and all stakeholder groups.

The Company has established a tax policy grounded in legal compliance, accuracy, transparency, and fairness conducting business on the basis of genuine economic substance and refraining from aggressive tax structures or practices that may give rise to legal or reputational risks. The Company ensures that tax planning and compliance approaches are aligned with its business direction across both domestic and international operations, with awareness of both direct and indirect tax risks. The Company avoids the use of tax structures in tax haven jurisdictions and strictly adheres to the Arm's Length Principle for intra-group transactions. The Tax Policy is published on the Company's website under Corporate Governance → Corporate Governance Policy → Tax Policy.

The Company's tax management is overseen by the Accounting and Finance Department and monitored by the Audit Committee and relevant committees, to ensure that tax operations are aligned with the Enterprise Risk Management (ERM) framework and do not create adverse impacts on the Company's long-term sustainability.

The Company prepares and discloses financial statements in accordance with applicable financial reporting standards, with financial statements audited by an independent external certified public accountant. During the reporting period, the Company had no material tax disputes or litigation that could have a significant impact on its financial position or business operations.

The Company believes that accurate and transparent tax payment is part of its corporate social responsibility and contribution to national economic development consistent with sustainable business principles and the creation of long-term value for all stakeholder groups.

#### Effective Tax Rate 2021–2025

	2021	2022	2023	2024	2025
<b>Statutory Tax Rate</b>	20%	20%	20%	20%	20%
<b>Effective Income Tax Rate</b>	21%	20%	20%	20%	20%

## 5. Client Relationship Management

### (1) Client Management Approach

The Company upholds the core value of "Client Centered," recognizing that Clients are the cornerstone of the consulting and engineering business. The Company focuses on delivering work of the highest quality and safety standards, while building relationships as a sustainable business partner, through 4 strategic pillars:

- **Product and Service Responsibility:** The Company upholds its Business Code of Conduct and delivers work to the highest safety standards, integrating modern innovations and technologies such as BIM (Building Information Modeling) and Drone-based Survey into its work processes to enhance design and planning accuracy, reduce Human Error, minimize environmental and social impacts, and create sustainable added value for Client projects.

- **Voice of Customer (VoC):** The Company focuses on building long-term, Client-centered relationships through a systematic Voice of Customer (VoC) process in every project via 3 main channels: In-depth Interview, Conference Call, and E-mail Survey. Insights gathered are used for Root Cause Analysis to continuously improve work processes and elevate service standards to their highest effectiveness.

### Client Satisfaction Survey



Interview



Conference Call



Email

- **Client Data Privacy:** The Company maintains stringent personal data protection measures in compliance with the Personal Data Protection Act (PDPA), with clearly defined access controls and effective information security systems to prevent data leakage or unauthorized use.

- **International Standards and Corrective Mechanisms:** The Company integrates the ISO 9001:2015 Quality Management System into its operations to ensure systematic work delivery, with a rigorous Corrective and Preventive Action mechanism. If satisfaction scores in any of the 4 key evaluation dimensions Quality, Time, Service, and Overall fall below the minimum threshold of 3.00, the Project Manager is required to immediately conduct Root Cause Analysis and develop a corrective plan to improve performance and prevent recurrence.



## (2) Goals and Key Performance Indicators

The Company has established clear quantitative targets to measure the success of our customer-related operations. We focus on enhancing customer satisfaction and fostering long-term relationships, which reflect the effectiveness of our quality management systems and the innovations we implement. The specific targets are as follows:

Strategic Goal	KPI	Base Year (2023)	2026 Target
G1: Client Satisfaction and Relationship Development	1. Overall Client Satisfaction Rate	92%	≥ 95%
G2: Responsible production and service delivery to Clients	2. Number of significant quality and service standard complaints	0 cases	0 cases (continuous)
G3: Client Data Privacy and Protection	3. Number of Client data breach incidents (Data Breaches) or PDPA violations	0 cases	0 cases (continuous)

**Target Analysis:** Although past performance exceeded the 95% target, the Company maintains this as the minimum standard while continuing to focus on sustaining high service quality to meet rising Client expectations and competitive market conditions.








## (3) Client Management Performance Results

The Company continuously focuses on elevating service standards to meet Client expectations with responsibility, integrity, and adherence to business ethics. Key performance highlights are as follows:

### 3.1 Client Satisfaction and Responsible Operations

To ensure that work processes under international standards deliver genuine value to Client projects, the Company conducts systematic satisfaction surveys across all projects. Performance summary for 2023–2025:

#### Client Satisfaction Performance 2023 – 2025

Key Performance Indicators (KPIs)		Target	2023	2024	2025	Status
	KPI 1 Client Satisfaction Rate	≥ 95%	92%	99%	97%	Achieved
	Quality Score	≥ 3	3.6	3.6	3.7	Achieved
	Time Score	≥ 3	3.6	3.6	3.6	Achieved
	Service Score	≥ 3	3.8	3.8	3.8	Achieved
	Overall Score	≥ 3	3.7	3.7	3.7	Achieved
	KPI 2 Significant complaints regarding quality	0 Cases	0	0	0	Achieved
	KPI 3 Client data breach Incidents (PDPA)	0 Cases	0	0	0	Achieved

**Note:** Scoring criteria are divided into 4 levels: 4 = Very Satisfied, 3 = Satisfied as Expected, 2 = Below Expectation, 1 = Very Dissatisfied. The Company sets a minimum standard of 3.00. Any dimension scoring below this threshold immediately triggers the defined Root Cause Analysis and corrective action process.

**Performance Analysis:** In 2025, the Company successfully maintained an overall Client satisfaction rate of 97%, exceeding its stated target. The Service dimension consistently achieved the highest score, reflecting the excellence of personnel in responding to Client needs. While the Company has achieved its stated targets, it continues to focus on sustaining high service standards to accommodate rising Client expectations and the current competitive environment. The Company also maintained "Zero Complaint" and "Zero Data Breach" standards as targeted.

### 3.2 Awards and Recognition

The Company's commitment to Client management through its "Client Centered" value has delivered results across both satisfaction metrics and innovation recognition:

#### 1) Key Performance Highlights

In 2025, the Company achieved all Client management KPI targets across every dimension:

- **KPI 1 (Client Satisfaction):** Of 175 projects surveyed, 170 projects met the evaluation criteria (score  $\geq 3.00$ ), representing 97% exceeding the 95% target with standout performance in Service (3.8) and Quality (3.7).



- **KPI 2 (Significant Complaints):** Through rigorous quality control, no significant quality or service standard complaints were identified (0 cases), reflecting the effectiveness of the ISO 9001:2015 Quality Management System.

- **KPI 3 (Data Privacy):** The Company successfully maintained information security in accordance with PDPA standards, with no Client data breach incidents (0 cases), reinforcing confidence in the organization's data management systems.

## 2) Innovation for Client Confidence Enhancement

The Company integrates technology to increase transparency and operational efficiency:

- **TEAM-CM Application:** A Paperless construction management innovation enabling Clients to track project progress in real time (Real-time Tracking).
- **BIM and Drone-based Technology:** Enhance design and survey accuracy, reduce Human Error, and shorten project timelines to deliver the highest quality work.

## 3) Awards and Recognition

To promote a risk management-focused organizational culture, the Company presented the following award:

- **Risk Management Workshop Award 2025:** Awarded to business units that demonstrated outstanding performance in integrating risk management into work processes to prevent impacts on work quality and create sustainable Client satisfaction.

## Summary and Future Direction

In 2025, the Company exceeded its Client satisfaction and data security targets. The Company continues to focus on sustaining the highest standards of service delivery and personal data protection to meet rising Client expectations and maintain the foundation of trust as a sustainable business partner into the future.

### 3.3 Complaints and Privacy Management

The Company is committed to transparent business conduct to maintain credibility in service standards, supported by key management mechanisms aligned with governance and information security objectives:

#### 1) Complaint Management Process

The Company provides an effective and verifiable complaint management system through the Company website and Whistleblowing System, with standardized operating procedures:

- **Receipt and Investigation:** Upon receipt of a complaint, an Investigation Committee is established to conduct an impartial fact-finding review.
- **Corrective Action and Reporting:** Results are reported to management for immediate corrective action, accompanied by Preventive Action measures.

- **2025 Performance:** The Company received no significant Client complaints (KPI 2: 0 cases). All general feedback was resolved 100% within the defined timeframe.
- **Proactive Communication:** The Company prioritizes the proactive communication of technical information and potential impacts through Monthly Progress Reports to promote mutual understanding and sustainably reduce the likelihood of disputes.



**2) Client Data Privacy**

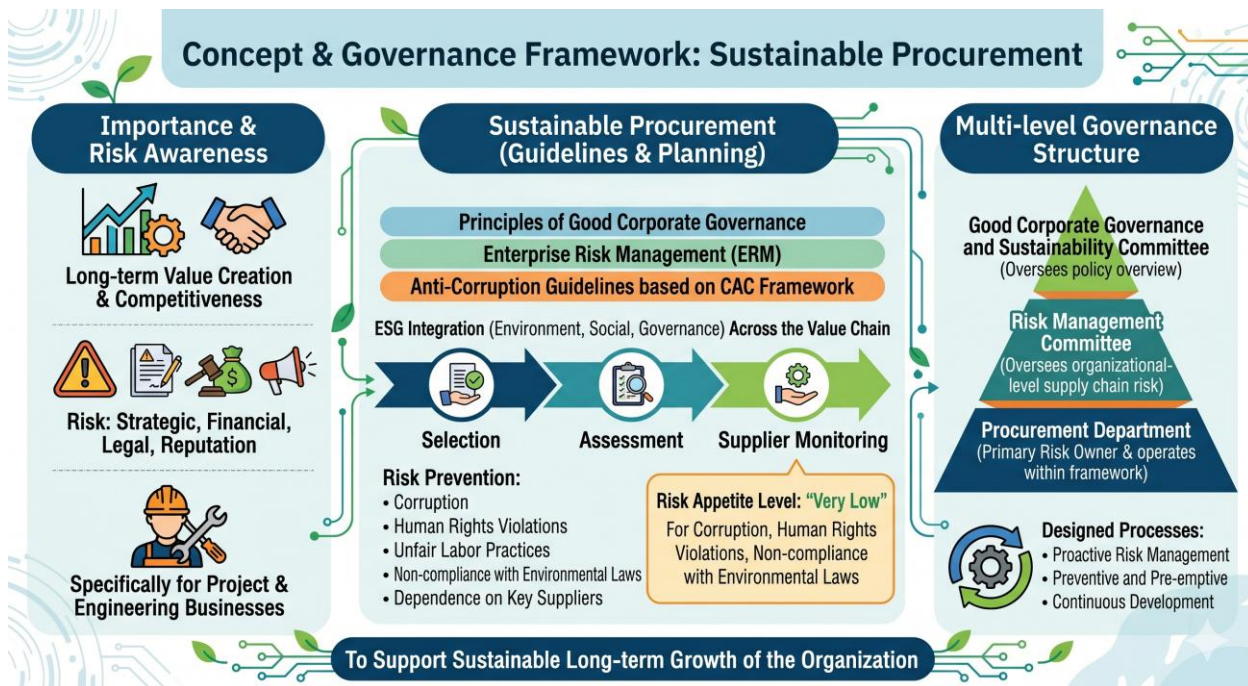
To build confidence in accordance with international standards and comply with the Personal Data Protection Act (PDPA), the Company has established stringent data protection measures:

- **Access Control:** Clearly defined access rights with an effective information security system in place.
- **2025 Performance:** No Client data breach incidents or complaints regarding personal data rights violations were identified (KPI 3: 0 cases), demonstrating the concrete effectiveness of the Company's data management and cybersecurity systems.

## 6. Sustainable Procurement

### 6.1 Concept and Governance Framework

The Company recognizes that the supply chain is a key component in creating long-term value and competitive advantage. At the same time, business dealings with suppliers may give rise to strategic, financial, legal, and reputational risks particularly in the context of project-based and engineering businesses involving contractors, labor, and specialized service providers at multiple levels.



The Company has therefore established a Sustainable Procurement approach to ensure that supply chain management is conducted with transparency, accountability, and alignment with good Corporate Governance, the Enterprise Risk Management (ERM) system, and anti-corruption practices in accordance with the CAC framework.

This approach integrates Environmental, Social, and Governance (ESG) considerations into every stage of the supplier selection, assessment, and oversight process across the full value chain to prevent and mitigate risks including fraud, human rights violations, unfair labor practices, non-compliance with environmental laws, and risks arising from over-reliance on key suppliers.

The Company sets its Risk Appetite for fraud, human rights violations, and non-compliance with environmental laws at "Very Low" reflecting a position of zero

tolerance for conduct or operations that contravene these principles with defined corrective actions or appropriate review of business relationships when material issues are identified.

Governance over sustainable procurement is exercised through a multi-level structure: the Corporate Governance and Sustainability Committee provides overall policy-level oversight; the Risk Management Committee oversees supply chain risks at the enterprise level; and the Procurement Department serves as the primary Risk Owner responsible for implementing this framework.

Based on assessment of specific business risks, the Company has designed its Sustainable Procurement process to emphasize proactive risk management, preventive measures, and continuous improvement to support the Company's long-term sustainable growth.

## 6.2 Targets and Commitments

The Company establishes targets to ensure that supply chain management is aligned with business risk levels and supports transparent, sustainable operations, as follows:



## 2025 Targets

### Process Commitments:

- Annually review and classify suppliers under the Supplier Segmentation Framework.
- 100% of new suppliers undergo ESG and Anti-Corruption Risk Screening prior to registration approval.
- Conduct annual performance assessments of Critical Tier 1 suppliers and high-risk procurement category suppliers.

### Outcome Commitments:

- No suppliers identified with high corruption risk or human rights violations.
- Elevate supplier governance in alignment with ESG standards and the Enterprise Risk Management framework.



### Future Targets (2026–2028):

- Expand the coverage of supplier assessments in higher-risk segments as identified through segmentation.
- Develop a more effective supplier ESG monitoring and reporting system, more closely integrated with enterprise risk management.

### 6.3 Action Framework

The Company manages its suppliers under a Risk-Based Approach covering the full lifecycle of business relationships from sourcing and selection, classification and risk assessment, risk governance and management, to supplier sustainability development as follows:



#### 6.3.1 Sourcing and Selection

The Company's supplier sourcing and selection process considers business qualifications, operational capability, credibility, and alignment with the Supplier Code of Conduct, as well as ESG and anti-corruption requirements from the outset, to ensure that business relationships commence on a foundation of transparency and accountability.

#### 6.3.2 Supplier Segmentation

The Company conducts annual supplier classification under the Supplier Segmentation Framework, evaluated across two main dimensions:

- (1) Supplier Tiering classification by level of importance
- (2) Procurement Category Classification classification by type of procurement activity

This classification enables the Company to systematically prioritize ESG risk assessment and oversight, with the highest-impact suppliers addressed first.

### 6.3.3 ESG and Anti-Corruption Risk Assessment

All new suppliers are required to undergo an initial ESG and anti-corruption risk screening prior to registration or contract approval, completing a self-assessment questionnaire and signing the Supplier Code of Conduct to demonstrate their commitment to transparent and ethical business conduct. In addition, the Company conducts annual performance assessments focused on Critical Tier 1 suppliers and high-risk procurement categories, carried out jointly by the Procurement Department and the requesting business unit covering quality, delivery, service, ESG compliance, and business ethics including assessment of suppliers' fraud risk and anti-corruption measures. Assessment results are used to review supplier status and determine the appropriate level of oversight for each supplier.

### 6.3.4 Risk Management and Monitoring

The Company continuously oversees and reviews supplier performance in accordance with defined risk levels. Where material issues are identified, appropriate corrective measures are defined with improvement timelines, and business relationship terms or status are reviewed as necessary. This process enables the Company to systematically manage supply chain risks and support ongoing good governance.

### 6.3.5 Supplier Sustainability Development

Beyond risk oversight and control, the Company promotes the enhancement of suppliers' ESG standards through communication of relevant practices, the inclusion of ethical and sustainability conditions in contracts, and building shared awareness to support continuous improvement and strengthen the long-term sustainability of the supply chain.

## 6.4 Performance Results for 2025

To ensure effective supply chain management, the Company has implemented the Supplier Management Action Framework on an ongoing basis, with a focus on risk-based supplier oversight. Key performance results for 2025 are summarized as follows:

### 6.4.1 Sourcing and Selection Performance

In 2025, the Company conducted the sourcing and registration of new suppliers under a selection process that considered business capability, credibility, and alignment with business ethics principles, including Environmental, Social, and Governance (ESG) requirements and anti-corruption measures from the initial stage of the business relationship. Throughout 2025, the Company registered a total of 271 new suppliers. All new suppliers were required to undergo ESG and anti-corruption screening processes prior to supplier approval or contract execution. In this regard, 100% of new suppliers completed the ESG Supplier Self-Assessment Questionnaire (SAQ) and acknowledged the Supplier Code of Conduct, demonstrating their commitment to conducting business transparently,

responsibly, and in alignment with the Company’s business ethics principles. From the screening process, no cases of suppliers presenting significant risks related to corruption or human rights violations were identified prior to the commencement of the business relationship. The screening process forms part of the Company’s supply chain risk management approach to ensure that business operations with suppliers are conducted transparently and responsibly, while supporting the long-term development of a sustainable supply chain



#### 6.4.2 Supplier Segmentation Results

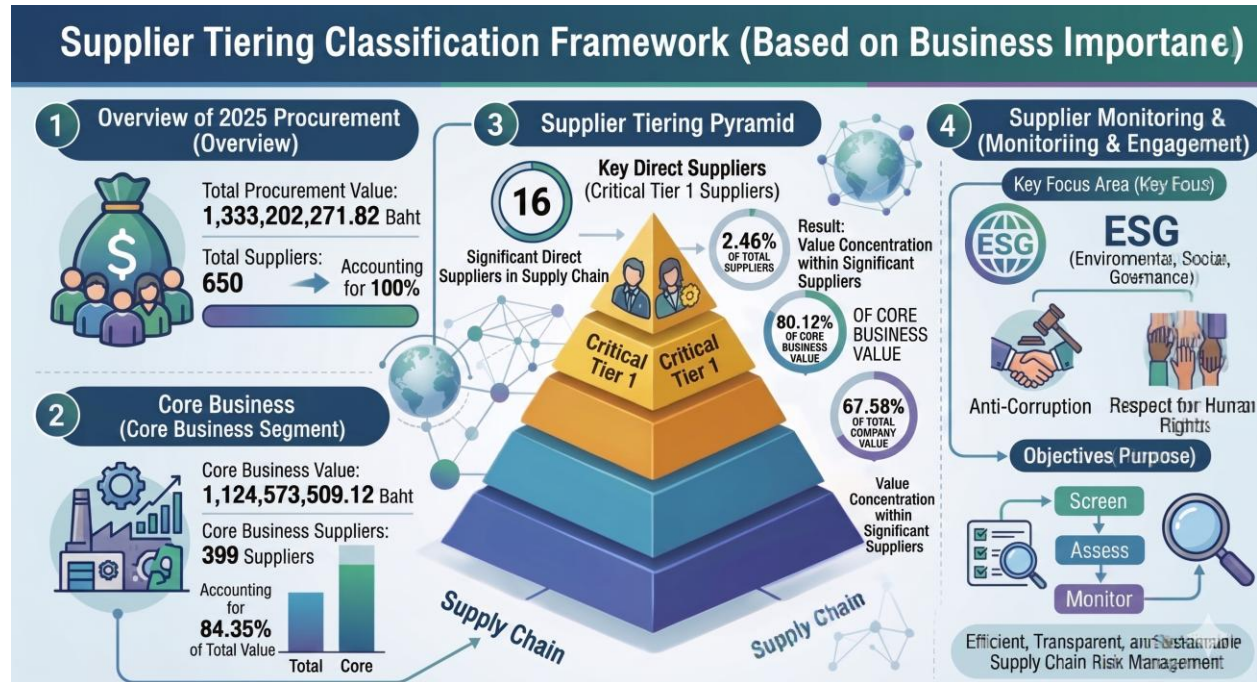
The Company conducts annual supplier review and classification under the Supplier Segmentation Framework, evaluated across two main dimensions:

- (1) Supplier Tiering classification by level of importance
- (2) Procurement Category Classification by type of procurement activity

This approach enables the Company to calibrate the intensity of ESG screening, performance assessment, and monitoring in proportion to the risk level of each supplier.

## Dimension 1 — Supplier Tiering

In 2025, the Company's total procurement value was 1,333,202,271.82 Baht across 650 suppliers. Procurement related to the Company's core business activities totaled 1,124,573,509.12 Baht from 399 suppliers, representing 84.35% of total procurement value for the year.



Within this group, the Company identified 16 Critical Tier 1 Suppliers representing 2.46% of total suppliers with procurement values accounting for:

- 80.12% of core business procurement value
- 67.58% of total Company procurement value in 2025

These results reflect a concentration of procurement value in key suppliers, to whom the Company gives close governance and monitoring attention particularly in the ESG dimensions of environmental performance, social responsibility, and governance, as well as anti-corruption and human rights matters. The Supplier Tiering results serve as a data foundation for calibrating the intensity of screening, performance assessment, and ongoing oversight of suppliers, to ensure that supply chain risk management is effective, transparent, and aligned with the Company's sustainable business conduct.

## SUPPLIER SEGMENTATION COMPARISON

KEY INDICATORS		YEAR 2024	YEAR 2025
Total Procurement Value (Baht)		 687,918,050.86	 1,333,202,271.82 ↑
Total Suppliers		 476	 650 ↑
Critical Tier 1 Suppliers (Number)		 9	 16 ↑
Critical Tier 1 Suppliers as % of Total (%)		 1.89%	 2.46% ↑
Procurement Value in Core Business (%)		 81.19%	 84.35% ↑
Concentration of Procurement Value in Critical Tier 1 (%)		 64.08%	 67.58% ↑

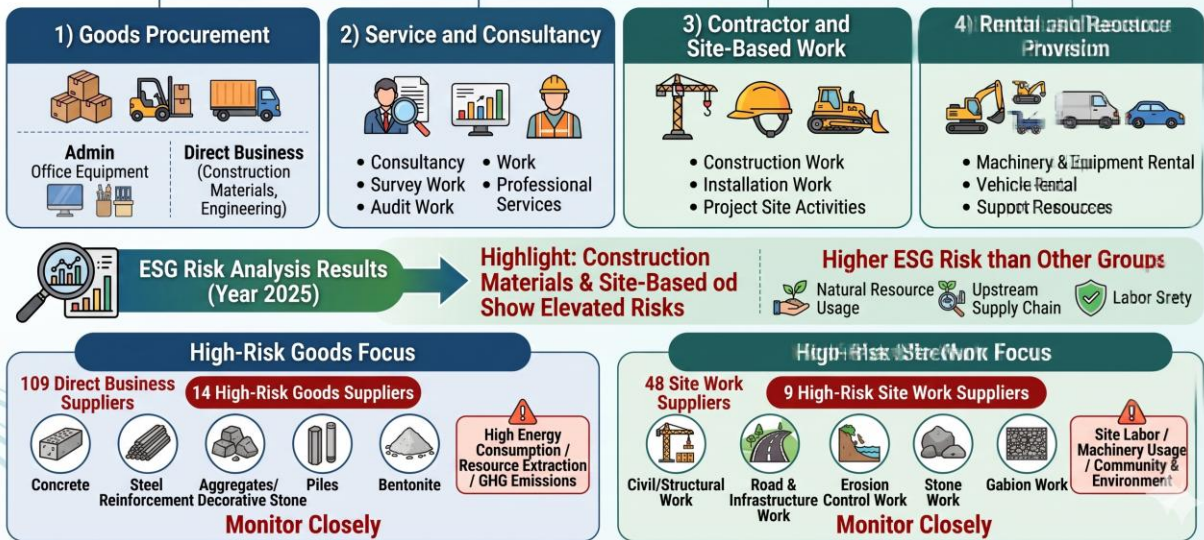
### Dimension 2 — Procurement Category Classification

In addition to Supplier Tiering, the Company classifies procurement by type to support ESG risk management aligned with the characteristics of each activity type. Procurement is divided into 4 main groups:

1. **Goods Procurement** — covering materials, equipment, and goods used in Company operations, divided into administrative support goods (e.g. office equipment) and goods used directly in business operations (e.g. construction materials and engineering project materials).
2. **Service and Consultancy** — covering specialized service engagements such as consulting, survey, inspection, and technical professional services.
3. **Contractor and Site-Based Work** — covering contractor engagements for field operations such as construction, installation, and project site activities.
4. **Rental and Resource Provision** — covering rental of machinery, equipment, vehicles, and resources supporting Company operations.

# Procurement Category Classification for ESG Risk Management

## Supporting ESG Risk Management by Activity Type



Based on the analysis of supplier data and procurement activities in 2025, the Company conducted ESG risk assessments across each procurement category in order to identify high-risk categories and establish appropriate oversight and management approaches. The analysis indicated that construction materials and site-based construction works represented higher ESG risk categories compared to other groups, due to their association with natural resource utilization, upstream supply chain production processes, as well as occupational safety and labor law compliance issues within project sites.

In 2025, the Company had a total of 229 suppliers in the goods procurement category. Of these, 120 suppliers were categorized as administrative support suppliers (Admin), primarily involving the procurement of goods to support internal business operations, such as office equipment and general consumables, which were assessed as having low to moderate ESG risk levels. Meanwhile, 109 suppliers were directly related to the Company's core business operations, particularly the procurement of materials for engineering and construction projects.

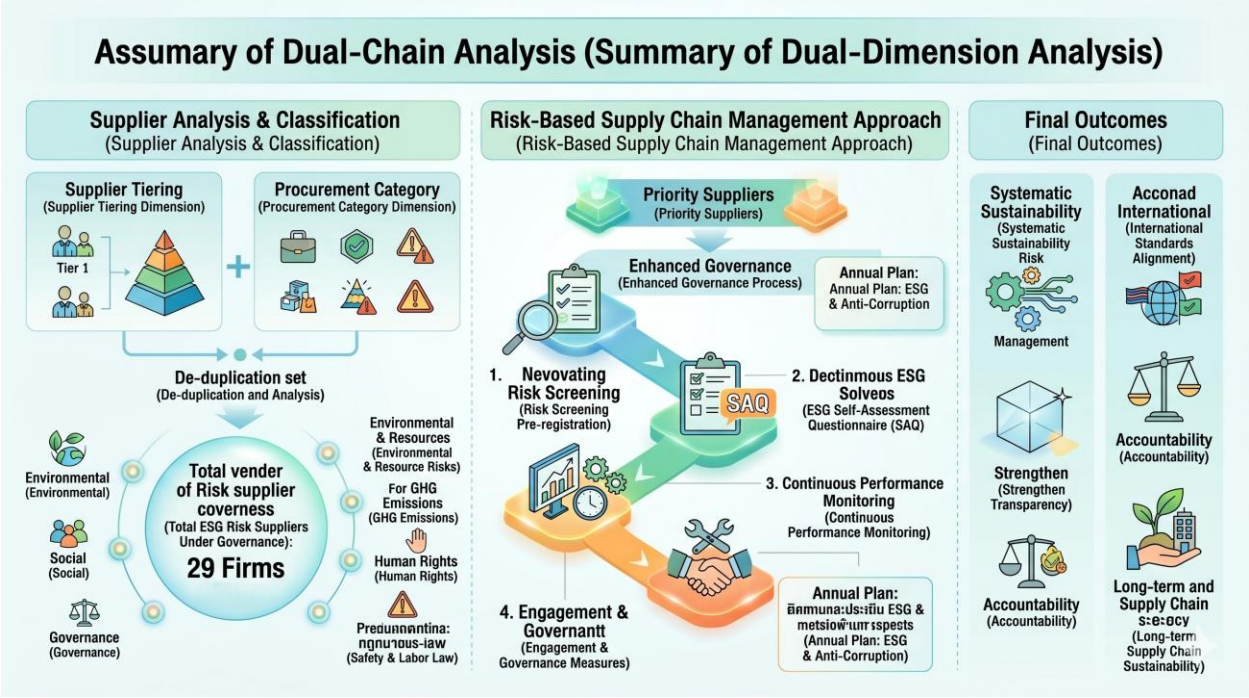
Within this group, 14 suppliers were identified as being associated with products carrying higher environmental and upstream supply chain risks, including concrete, construction steel, construction/decorative stone, piles, and bentonite. These materials are linked to energy-intensive production processes, natural resource extraction, and potential greenhouse gas emissions within the supply chain. Accordingly, the Company places particular emphasis on monitoring and assessing suppliers within these categories.

In addition, the contractor and site-based work category consisted of 48 suppliers, of which 9 suppliers were associated with high ESG risk activities, including structural and civil construction works, road and infrastructure projects, erosion protection works, rock works, and gabion works. Such activities involve field labor, machinery operations, and project site

execution, which may impact the environment, occupational safety, and surrounding communities if not properly managed. The Company therefore designates these groups as categories requiring close monitoring and ESG risk assessment under the Company’s supply chain management process.

**Summary of Dual-Dimension Analysis**

When considering the results of supplier classification across both dimensions — namely Supplier Tiering and Procurement Category Classification — the Company identified certain suppliers that are both strategically important to business operations and associated with procurement activities carrying elevated Environmental, Social, and Governance (ESG) risks that require enhanced attention and oversight. Following the data analysis and the removal of duplicate suppliers identified across the two dimensions, the Company determined that a total of 29 suppliers fall within the scope of ESG risk oversight. These suppliers are considered significant to the Company’s supply chain and may be associated with activities involving environmental risks, natural resource utilization, greenhouse gas emissions within the upstream supply chain, as well as issues relating to human rights, occupational health and safety, and compliance with labor laws at project sites



The Company therefore designates suppliers within these categories as Priority Suppliers for ESG oversight under its Risk-Based Supply Chain Management approach. The Company has strengthened the governance and oversight processes for these suppliers beyond the level applied to general suppliers. Such measures cover the entire process, from supplier risk screening prior to registration, requiring suppliers to conduct ESG self-assessments through the Supplier Self-Assessment Questionnaire (SAQ), continuous monitoring of supplier performance, as well as the implementation of oversight measures and Supplier Engagement initiatives to encourage compliance with environmental, social, and governance standards. Suppliers within these categories are subject to ESG and anti-corruption monitoring and assessments in accordance with the Company's annual implementation plan, ensuring that supply chain oversight is aligned with the risk levels associated with procurement activities.

This approach enables the Company to systematically identify and manage sustainability risks within its supply chain in alignment with internationally recognized sustainable business practices, while also strengthening transparency, accountability, and long-term sustainability throughout the Company's supply chain.

#### 6.4.3 ESG and Anti-Corruption Assessment Results

The Company continuously conducts Environmental, Social, and Governance (ESG) risk assessments, including anti-corruption assessments, of its suppliers in order to promote responsible, transparent, and ethical business practices throughout its supply chain in alignment with good corporate governance principles. Such assessments are carried out under a Risk-Based Approach, with reference to the results of supplier classification under the Supplier Segmentation Framework, which considers both Supplier Tiering and Procurement Category Classification. This framework is used to identify supplier groups that require enhanced monitoring and in-depth assessment.

Based on the review and supplier classification process under the framework, the Company identified a total of 29 Priority Suppliers for ESG and anti-corruption assessments. This group includes Critical Tier 1 Suppliers as well as suppliers operating within procurement categories assessed as having high ESG risk levels.

In 2025, the Company completed ESG and anti-corruption assessments for all 29 Priority Suppliers, representing 100% of the target suppliers identified under the Supplier Segmentation Framework. The assessments also covered 100% of Critical Tier 1 Suppliers, reflecting the Company's commitment to systematically managing and overseeing supply chain risks based on risk levels.

## ESG & ANTI-CORRUPTION RISK ASSESSMENT RESULTS



**Objective:** To ensure the supply chain operates with responsibility, transparency, and is aligned with good corporate governance principles.

### RISK-BASED SUPPLY CHAIN PRIORITY MANAGEMENT APPROACH



### 2025 PERFORMANCE RESULTS

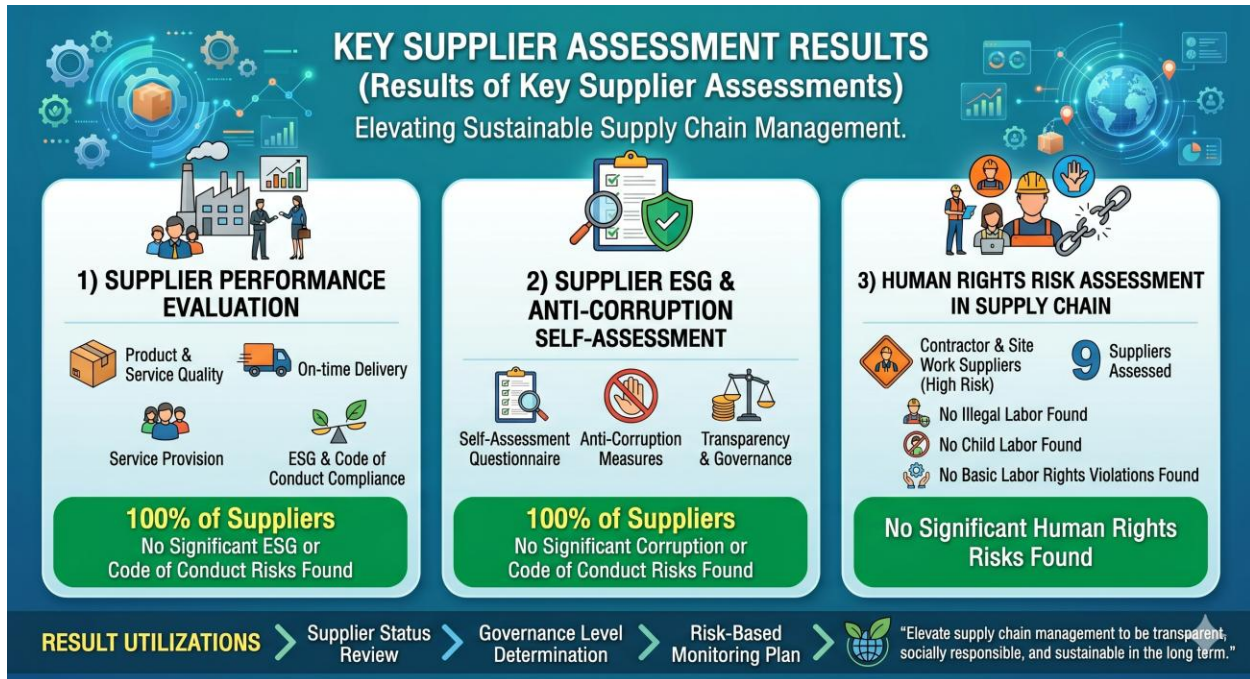


Assessment results across key areas:

**1) Supplier Performance Evaluation** Procurement staff reviewed and assessed the performance of Priority Suppliers across quality, delivery, service, ESG compliance, and business ethics. Results showed that 100% of assessed suppliers had no material ESG risk issues or significant business conduct inconsistencies with the Business Code of Conduct.

**2) Supplier ESG and Anti-Corruption Self-Assessment** Priority Suppliers completed a self-assessment on fraud risk and prevention measures through the Company's designated questionnaire. Results showed that 100% of assessed suppliers had no material corruption risk or Business Code of Conduct violations.

**3) Human Rights Risk Assessment in the Supply Chain** The Company reviewed and assessed human rights risks among suppliers in the Contractor and Site-Based Work category the highest ESG risk procurement type covering 9 suppliers. Results found no material human rights risk issues such as use of illegal labor, child labor, or fundamental labor rights violations.

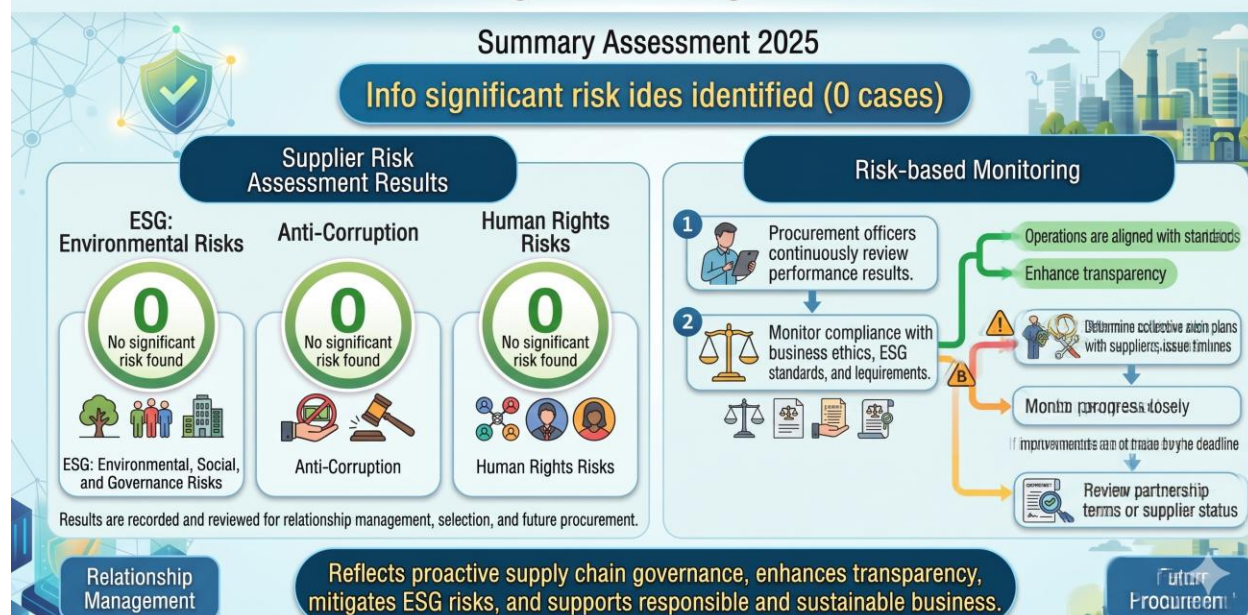


The Company applied assessment results to inform supplier status review, governance level determination, and risk-based follow-up planning, to elevate supply chain management toward greater transparency, social responsibility, and long-term sustainable business conduct.

#### 6.4.4 Risk Monitoring and Management Outcomes

Based on the results of the ESG, anti-corruption, and human rights risk assessments conducted on suppliers in 2025, the Company incorporated the assessment outcomes into its systematic supplier monitoring and risk management approach. The level of oversight and monitoring intensity was determined in accordance with the significance and risk level of each supplier. The results of the monitoring and review process indicated that none of the assessed suppliers were found to have significant environmental, social, governance, or corruption-related risks that could materially impact the Company's business operations. The Company has maintained records and reviewed the assessment results for use in supplier relationship management, as well as for consideration in future supplier selection and engagement processes for upcoming projects.

## Risk Monitoring and Management Outcomes



In addition, the Company has established a Risk-based Monitoring approach, under which procurement personnel continuously review supplier performance and monitor issues related to compliance with business ethics, ESG standards, and applicable legal requirements. This is to ensure that suppliers continue to conduct their business in accordance with the standards established by the Company.

In cases where risk issues or observations that may impact business operations are identified, the Company will jointly establish corrective action plans with the suppliers, including defined implementation timelines, and closely monitor the progress of improvements. If suppliers fail to address or remediate the identified risks within the specified timeframe, the Company may consider reviewing the terms of cooperation or the supplier's status, as appropriate. This process reflects the Company's proactive supply chain governance approach by enhancing transparency, reducing ESG-related risks, and supporting responsible and sustainable business operations over the long term.

### 6.4.5 Supplier Sustainability Promotion Outcomes

The Company places significant importance on promoting and enhancing the capabilities of suppliers within its supply chain in order to elevate business practices in alignment with sustainable development principles. The Company fosters collaboration with suppliers across multiple dimensions, including building long-term business relationships, exchanging knowledge and experiences, and working together to develop innovations or operational approaches that are environmentally friendly and beneficial to society.

In addition, the Company emphasizes support for local employment and the development of skills among personnel involved in various projects in order to enhance workforce capabilities and create economic opportunities for local communities. The Company also promotes and transfers knowledge to suppliers through activities and training programs related to operational standards, occupational safety, project management, and the use of environmentally friendly technologies.

In 2025, the Company carried out various initiatives to promote and develop supplier capabilities within its supply chain, including the following:

- **Technical Skills Development**  
The Company provided knowledge transfer and technical skills development related to topographic surveying work to suppliers in order to improve the quality and efficiency of operations associated with the Company's projects.
- **Development of Digital Collaboration Skills**  
The Company encouraged suppliers to learn and utilize online document management and approval systems in order to improve coordination efficiency, reduce paper usage, and support digital operations.
- **Financial Liquidity Support for Suppliers**  
The Company places importance on maintaining fair business relationships by implementing transparent and appropriate payment terms to help suppliers maintain healthy financial liquidity and sustain continuous business operations. These initiatives support suppliers in strengthening their business capabilities while continuously elevating environmental, social, and governance standards throughout the Company's supply chain.

## **7. Innovation and Technology for Sustainability**

TEAM GROUP has consistently placed importance on the development of technology and innovation as an integral part of its business strategy and sustainability approach. In line with its Vision of "Regional Leader in Comprehensive Services and Innovative Business Development," the Company is committed to promoting business innovation for social and environmental benefit encouraging employees to propose ideas for improving work processes, technologies, and management systems that enhance organizational efficiency while reducing environmental impact.

Relevant Strategy: Develop technologies and management systems to enhance operational efficiency and commit to contributing to greenhouse gas emission reduction within the organization.

In recognition of the critical importance of Innovation and Artificial Intelligence (AI) in driving the organization toward a sustainable and digitally competitive future, the Board of Directors has established the Innovation and Artificial Intelligence Committee to oversee and promote innovation as an integral part of organizational strategy across business operations, technology, and social and environmental responsibility. The Committee plays a key role in setting innovation direction, monitoring and supporting value-creating innovation projects, managing technology risks, and fostering a culture of creativity within the organization. It also promotes the adoption of Artificial Intelligence (AI) to enhance business efficiency and create social value, with the Innovation and Artificial Intelligence Department responsible for translating policy into organization-wide implementation.

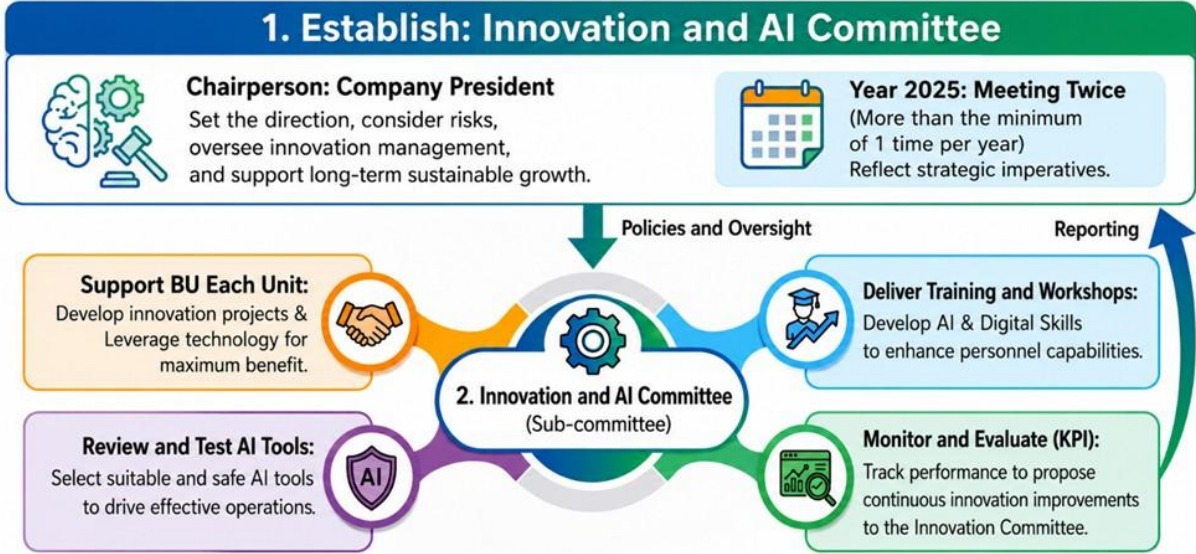
### 7.1 Management Approach

The Company places importance on driving and promoting business innovation for social and environmental purposes within the organization, with an Innovation Governance Structure established as follows:

1. The organization has established the **Innovation and Artificial Intelligence Committee**, with the Chairman of the Board serving as Committee Chairman, responsible for setting direction, assessing risks, and overseeing the adoption of AI technologies and innovation to maximize efficiency and support long-term sustainability objectives. In 2025, the Committee held 2 meetings exceeding the minimum required frequency of once per year reflecting the organization's strong commitment to driving innovation as a strategic agenda.

2. The **Innovation and Artificial Intelligence Department (IAI)** serves as the central coordinating unit driving innovation across the organization in accordance with policy received from the Innovation and Artificial Intelligence Committee:

- Supports all business units (BU) in developing innovation projects and technology adoption.
- Monitors and evaluates performance against defined KPIs, compiling results for presentation to the Innovation Committee.
- Evaluates and tests AI tools that are appropriate, secure, and suitable for organizational use.
- Promotes and delivers AI and Digital Skills training for employees to develop personnel capabilities.



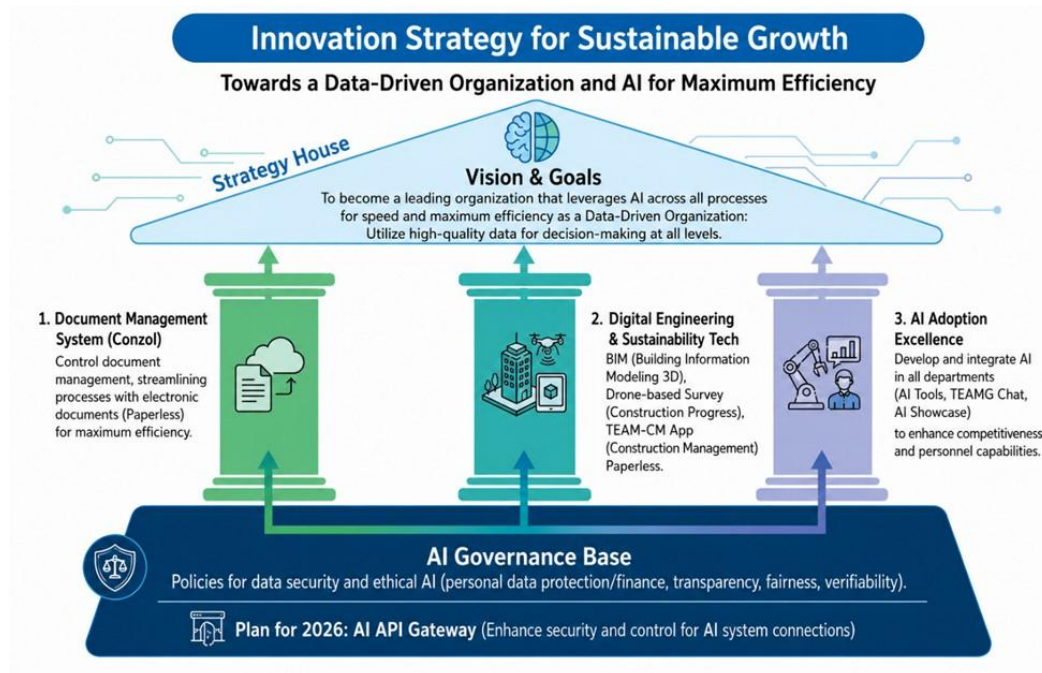
### 7.2 Operational Targets

Target	2025	Short-Term 2026	Long-Term 2030
Innovation systems for paper reduction/substitution	≥ 20,000 kg/year	≥ 20,000 kg/year	≥ 20,000 kg/year
AI training sessions	≥ 30 sessions/year	≥ 30 sessions/year	≥ 30 sessions/year
Employees trained and assessed at Level 1 AI Awareness	≥ 80% of all employees	≥ 80% of all employees	≥ 80% of all employees
Employees trained and assessed at Level 2 AI Practitioner	—	≥ 5% of target employees	≥ 5% of target employees
Total ROI from AI use in submitted projects (per defined criteria)	≥ 100%	≥ 150%	≥ 150%
Employees continuously using AI in work	≥ 80% of target group	— (focus shifted to effectiveness)	—
AI use cases implemented	≥ 60 projects	≥ 10 Advanced Use Cases	≥ 10 Advanced Use Cases

### 7.3 Action Plan

The organization has a long-term objective of integrating AI into every improvable process, with a focus on developing AI to reduce time and improve operational efficiency. The organization also aims to become a Data-Driven Organization capable of data-informed decision-making at every level. To support this objective, the organization has established an **"AI Data Security and Ethics Policy"** covering key criteria such as: personal and financial data protection; governance of sensitive and business data; verification and access rights requirements at individual, departmental, and organizational levels; and AI ethics principles including transparency, fairness, safety, and accountability.

In 2026, the organization plans to explore the adoption of AI API Gateway technology to enhance security and more systematically and safely manage connectivity with external AI systems. These measures give the organization an AI Governance system consistent with large-organization standards with clearly auditable guidelines.

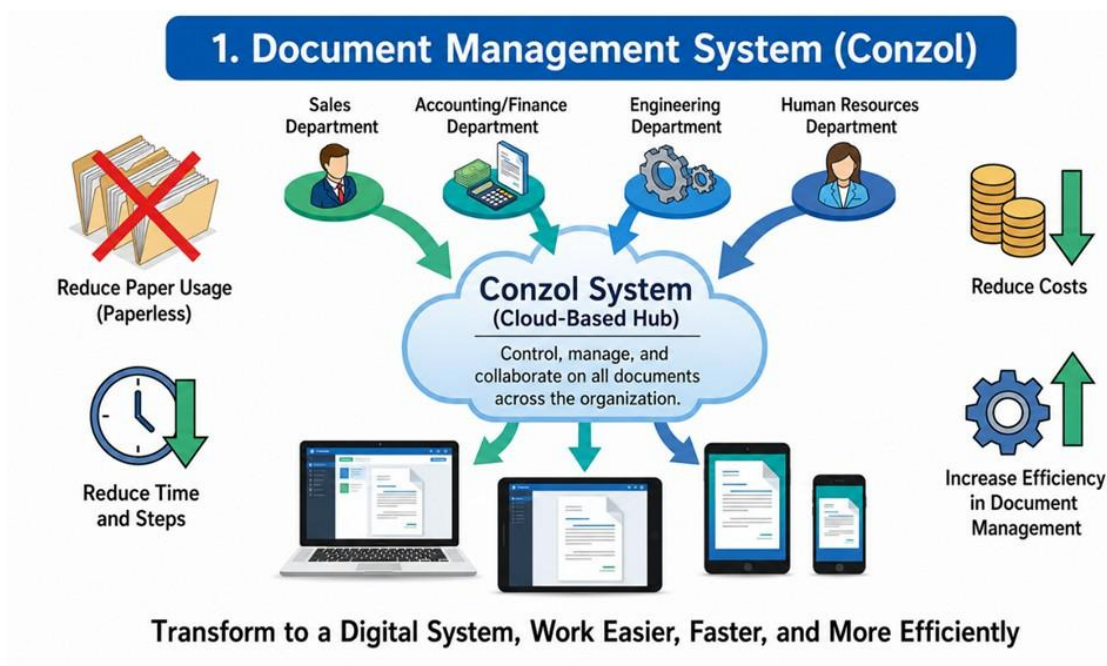


The core action plans that the organization has implemented or is continuously improving include:

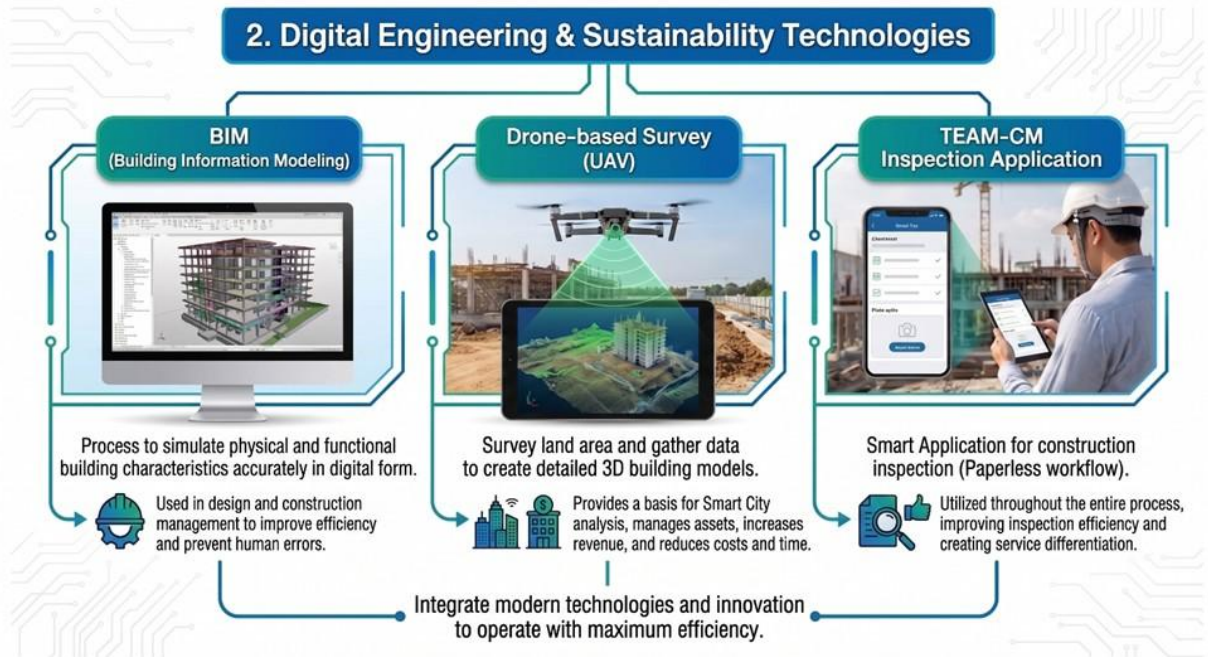
**1. Electronic Document Management System :** The **Conzol** system has been adopted as a platform for controlling, managing, administering, and coordinating across all business units effectively reducing process steps, time, cost, and paper use, enabling simple and efficient document management.

2. **Digital Engineering and Sustainability Technologies** : The Company continuously develops and applies technology in various work areas, including:

- **Building Information Modeling (BIM):** A process for digitally simulating projects with accurate physical dimensions and functions. The Company has applied BIM in design and construction management, enhancing efficiency and preventing Human Error-related mistakes.
- **Drone-based Aerial Survey and Mapping:** UAV (Unmanned Aerial Vehicle) technology is used for site surveys, combined with BIM for 3D building data capture and modeling extending to Smart City analysis and development, as well as Asset and Facility Management increasing revenue while reducing project costs and timelines through effective knowledge integration and modern technology adoption.



- **TEAM-CM Inspection Application:** A smart, Paperless application developed by the Company for inspecting building and condominium construction work, usable throughout the entire work process to enhance inspection efficiency and service differentiation.

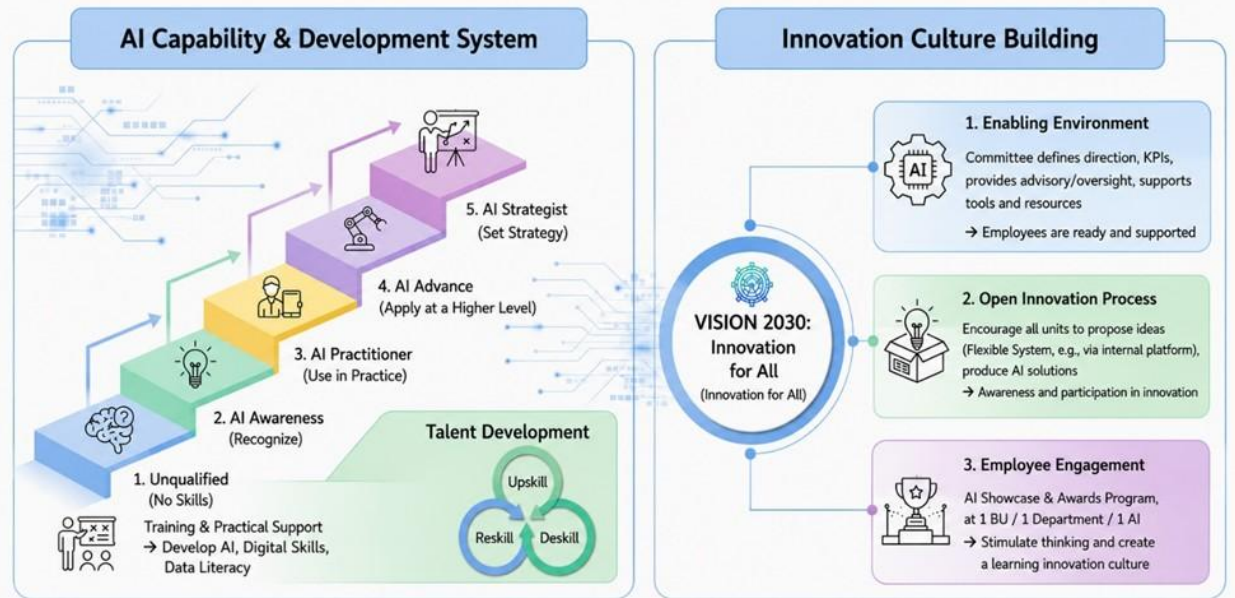


**3. AI Adoption Excellence :** The organization drives AI adoption across all business units to improve efficiency, reduce costs, and enhance organizational competitiveness. Examples of AI use cases include: AI for developing automated tools specific to employees' specialized work; AI for meeting summarization; AI for data analysis, report preparation support, and specialized engineering work support. In 2025, the organization supported employees with the following AI tools:



- (1) **TEAMG Chat:** An internal AI Chatbot developed as a personal assistant for all employees, focused on building AI familiarity and providing safe, secure AI tools that provide value for employee use.
- (2) **AI Toolkits promotion:** Driving employee adoption of specific AI tools including ChatGPT, Gemini, NotebookLM, Canva PRO, and Copilot with selection criteria ensuring only standard programs appropriate to each employee's work area are used.
- (3) **Legacy system AI enhancement:** Upgrading existing work systems to incorporate AI for addressing operational pain points — such as using AI to read images and auto-fill high-volume data entry fields, with employees retaining verification authority before data is entered into the system.
- (4) **AI personnel development:** The organization has an AI capability assessment system with 5 levels: Unqualified, AI Awareness, AI Practitioner, AI Advanced Level, and AI Strategist with regular training and AI adoption support for continuous Upskilling, Reskilling, and appropriate skill realignment of employees in AI, Digital Skills, and Data Literacy.
- (5) **Innovation Culture:** To encourage every business unit to develop new, more efficient work methods that reduce costs and strengthen long-term competitiveness guided by the principle of "Innovation for All" the organization:
  - (a) Creates an Enabling Environment through the Innovation and Artificial Intelligence Committee, and the IAI Department serving as advisor, progress tracker, and enabler for project realization.
  - (b) Implements an Open Innovation Process allowing all business units to submit innovation project proposals through flexible channels, while promoting AI Solution-based problem-solving.
  - (c) Drives Employee Engagement in Innovation through the AI Showcase project and the "1 BU / 1 Department / 1 AI" competition, reinforcing positive momentum and accelerating innovation across all units.

# AI Talent & Innovation Culture Development



## 7.4 Organizational Benefits

The organization has significantly enhanced its competitiveness in the regional engineering and consulting market. Key benefits include:

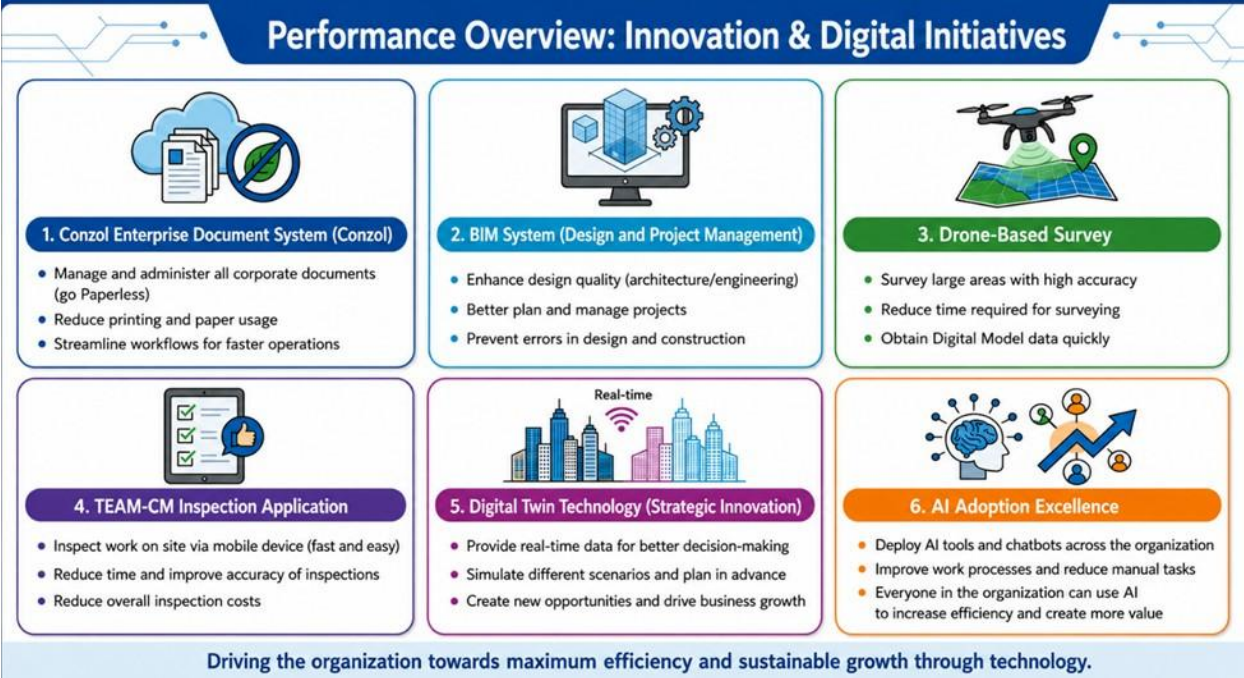
1. **Productivity Gain:** AI reduces non-value-adding work enabling employees to spend more time on thinking, analysis, and strategic work (e.g. meeting summarization, document translation) with significant time savings and continuous overall productivity improvement, demonstrating the economic value of technology investment.
2. **Operational Cost Reduction:** Since the primary cost in consulting work is personnel cost, improving efficiency and reducing repetitive work directly lowers the organization's operational expenses.
3. **Improved Engineering and Consulting Quality:** BIM enhances design precision and reduces design errors; Drone Survey and Digital Twin improve spatial and real-time data quality; and TEAM-CM App makes construction inspection faster and traceable.
4. **Resource Efficiency:** Reduction of waste from document processes and printing costs through Paperless operations in TEAM-CM App, the Conzol system, and ongoing AI-driven reduction of paper dependency.

5. **Innovation and Learning Culture:** Providing AI tools and continuously presenting AI results to the Innovation Committee fosters a continuous learning and innovation culture within the organization a primary driver of sustainability in the consulting business.
6. **Clients and Business Partners Value:** Innovation enhances engineering quality and data delivery. TEAM-CM App, BIM, Digital Twin, and Drone Survey improve transparency and accuracy in operations, enabling Clients to monitor, verify, and make decisions more effectively and efficiently.



## 7.5 Performance Results

To achieve the innovation and technology for sustainability development targets in accordance with defined strategy, the organization has established targets and performance results across several areas.



Which has details on the following matters

**1. Use of Innovation Systems to Reduce or Replace Paper Consumption**

The organization has implemented the Conzol electronic document management system and TEAM-CM Inspection Application since 2023, with continuous use. Paper reduction in 2025 is calculated using the total PDF file size generated each year as a proxy for paper displaced.

	2023	2024	2025	2026
Paper reduction target (kg)	20,000	20,000	20,000	20,000
Paper reduction result (kg)	44,635.29	24,034.38	26,437.83	—
— from Conzol Application (kg)	44,635.29	24,034.38	26,437.83	—
— from TEAM-CM Inspection Application (kg)	N/A	N/A	N/A	—

**2. BIM for Design and Project Management** The organization applies BIM in architecture and engineering projects. While Human Error reduction data is not yet available, BIM plays a significant role in elevating model quality, enabling advance project visualization, and preventing design and construction discrepancies.

**3. Drone-Based Survey** Application of drone technology in site surveys delivers high accuracy results and enables Digital Model spatial data to be produced more rapidly.

**4. Digital Twin Technology** The organization develops Digital Twin for real estate, Smart City, and utility system projects. In 2025, **10 projects** utilized Digital Twin. Key Client benefits include significantly reduced spatial and system data collection time, accurate real-time data for analytical decision-making, and **10,000,000 Baht** in annual revenue from Digital Twin representing one of the organization's key Strategic Innovations.

**5. AI Adoption Excellence** The organization promotes the use of AI across all departments, with measurable outcomes as follows:

**a. AI Training Sessions**

The organization provides both foundational training and specific use case-based training on the application of AI to support work processes. In 2025, a total of 48 training sessions were conducted.

	2023	2024	2025	2026
AI training target (sessions)	N/A	10	30	30
AI training result (sessions)	N/A	11	48	—

**b. Level 1 AI Awareness Assessment**

Employees have completed training and passed the competency assessment to advance to Level 1: AI Awareness, achieving 86.97% against the target of 80%. The organization will continue to provide training for new employees on an ongoing basis.

	2023	2024	2025	2026
Level 1 AI Awareness target	N/A	N/A	80%	80%
Level 1 AI Awareness result	N/A	N/A	86.97%	—

**c. AI Project ROI**

The total ROI from the use of AI in all proposed projects, based on the specified criteria, was 3,080%. This demonstrates that AI adoption has generated highly valuable returns. In 2026, the target will remain at 100%; however, the assessment will focus only on projects that apply AI in a sustainable manner and involve advanced use cases. This is because general AI use cases will be considered part of the organization’s normal operations, in accordance with the AI Governance framework and IT Policy established by the Company.

	2023	2024	2025	2026
AI ROI target	N/A	N/A	100%	100%
AI ROI result	N/A	N/A	3,080%	—

#### d. AI Use Cases Implemented

The organization set a target to apply AI in no fewer than 60 use case projects, with each department required to implement at least three AI-related projects. In 2025, AI was applied in as many as 142 projects. The target for 2026 has been reduced due to the revision of the project assessment criteria, under which only projects involving advanced use cases will be counted.

	2023	2024	2025	2026
AI use cases target	N/A	N/A	60	10 (Advanced)
AI use cases result	N/A	N/A	142	—

#### e. Continuous AI Usage Among Employees

Employees continued to use AI to support their work on an ongoing basis. In 2025, 88.31% of the target employee group, comprising 748 employees in total, used AI in their work. The target employee group refers to employees whom the organization aims to encourage to apply AI in their daily operations, including employees at the professional level and above, as well as all employees in support functions.

The target employee group recorded an average AI tools usage of 41.24 hours per person over a six-month period. In 2025, this target was established to stimulate and promote AI adoption as part of the organization's culture. From 2026 onward, however, the organization will focus primarily on measuring effectiveness; therefore, no target has been set for this indicator in 2026.

	2023	2024	2025	2026
Continuous AI usage target	N/A	N/A	80%	No target set
Continuous AI usage result	N/A	N/A	88.31%	—

## 8. Cybersecurity and Data Protection

### Importance of Data Protection and Cybersecurity to Organizational Sustainability

The organization places the highest importance on the development of cybersecurity and data protection as key components of sustainable business operations in line with Vision 2030 "A Sustainable Regional Solution Provider." The protection of Client data, personal data, critical engineering data, and internal organizational data is directly linked to stakeholder confidence, operational transparency, and good Corporate Governance.

The organization has appointed Board directors with knowledge and experience in information technology as part of the Board of Directors composition, and has established a systematic cybersecurity and data protection policy framework and investment program with reference to ISO/IEC 27001, the PDPA Compliance Framework, and information security practices appropriate to the organization's operating context to support digital risk management, the protection of critical data, and long-term business continuity.

## 9. Cybersecurity Governance Structure

The organization designates cybersecurity governance (Cyber Incident Reporting Protocol) as an integral part of risk management and good Corporate Governance, with a governance and reporting structure linking operational units, management, and the organization's risk governance mechanisms.

**1. Board of Directors** Receives an overview of cyber risks through the organization's risk governance mechanisms, and considers material issues in accordance with the significance level of risks and proposed plans.

**2. Risk Management Committee** Oversees, monitors, and assesses cyber risks in aggregate to ensure that material risks are appropriately managed, aligned with the organization's risk management framework and linked to overall Corporate Governance.

**3. Innovation and Artificial Intelligence Department (IAI)** Serves as the primary unit for information systems management, information security, and coordination of cyber incident response working with an external Security Operations Center (SOC) provider to support proactive threat monitoring, incident analysis, and anomaly detection.

**4. Reporting Structure** The organization defines cybersecurity incident and risk reporting in accordance with material significance levels:

- The **IAI Director** is responsible for detecting, analyzing, assessing, alerting, and recording incidents.
- The **Chief Administrative Officer (CAO)** and **Deputy Chief Executive Officer 4 (DCEO 4)** receive incident reports based on impact level to coordinate responses with relevant units. Policy-level issues, significant measures, and material Cybersecurity incidents are considered at the relevant executive level jointly with the Executive Committee (ExCom).

- The **CEO** provides the highest level of executive oversight for strategic issues, high-level risks, or Critical Incidents, and considers escalation based on incident significance. The highest level of reporting is made to the Board of Directors.

In the event of a Critical Incident, the IAI Director prepares a summary of the incident and remediation approach for acknowledgment by the Risk Management Committee (RMC) in accordance with the defined risk governance process. Direct Escalation may also be activated immediately in line with the "Immediate Executive Alert" principle.

The organization produces a Monthly Cybersecurity Report prepared by the responsible team in conjunction with the SOC provider summarizing risk status, detected incidents, and matters requiring follow-up. If significant incidents or vulnerabilities requiring urgent action are identified, escalated reporting to executives follows the appropriate impact level.

**Future Governance Elevation Plan:** To ensure timely and policy-aligned reporting, an annual third-party Cyber Risk Assessment will be conducted, and an Annual Report will be produced summarizing Key Incidents, material risk issues, and the development plan presented through the Risk Management Committee (RMC) to the Board of Directors for approval of key Cybersecurity plans and budgets.

## 5. Scope of Critical Data, Key Systems, and Risks Requiring Monitoring

The organization places high importance on the mission of protecting critical data and managing core information systems comprehensively, covering personal data, Client and project data, engineering data, financial data, and internal organizational data as well as key operational systems used in business operations, such as email and collaboration systems, document management systems, engineering work systems, cloud systems, on-premise servers, and employee devices.

The organization identifies key risks requiring continuous monitoring and control, including Ransomware, data leakage, system disruptions affecting operations, insider threats, system misconfiguration errors, and Phishing attacks. Relevant business units are assigned roles in assessing, monitoring, and implementing control measures in accordance with their responsibilities.

The organization applies the Incident Response Framework (IRF) as a guideline for responding to incidents, following the principles of: 1) Preparation, 2) Detection and Analysis, 3) Containment, 4) Eradication and Recovery, and 5) Lessons Learned as the universal standard for responding to Cybersecurity incidents and related data events.

Key high-risk systems with stringent protective measures include:

- **Email and Collaboration Systems:** The organization uses services from a provider offering internationally standardized digital platform services.
- **Document management systems, human resource systems, engineering work systems, Cloud Servers, On-Premise Servers, and employee devices** have been grouped according to usage risk and data importance to enable

appropriate and secure IT risk management. High-risk devices and systems approximately 200 units, including server devices, executive computers, and high-risk group employee computers have been equipped with Endpoint Detection and Response (EDR) / Extended Detection and Response (XDR) systems, covering 100% of high-risk devices and systems, given the need for stringent security management in this group.

## **10. Personal Data Protection and PDPA Compliance**

The organization places importance on personal data protection as part of good Corporate Governance and digital risk management. A formal data protection governance structure has been established through the appointment of a Personal Data Protection Officer Working Group and the development of Personal Data Protection Policies for key data subject groups namely Clients, suppliers, personnel, and shareholders to ensure that the collection, use, disclosure, and processing of personal data complies with applicable legal requirements and is consistent with the nature of each data subject relationship.

The scope of data protection covers personal data, Client and project data, engineering data, financial data, internal organizational data, and technical data related to the use of digital systems and services such as computer traffic logs, IP addresses, website access records, cookies, CCTV footage, and voice or image records from contacts and meetings through various systems. Data protection measures are integrated with the key operating systems used in business operations and the organization's Cybersecurity controls.

In processing personal data, the organization adheres to the principle of notifying data subjects of relevant details as appropriate, and operates under applicable legal bases such as contract, legitimate interests, legal compliance, and consent where required by law. The organization recognizes that personal data protection is not merely a legal matter, but is directly linked to data governance, access rights management, data retention, and the secure use of digital systems at the operational level.

The organization has also established criteria for the disclosure of personal data to subsidiaries, associates, service providers, data processors, advisors, and relevant government or regulatory authorities with appropriate data protection measures commensurate with the role and necessity of each party. Data retention guidelines specify that personal data is retained only for the period necessary for its purpose and as required by applicable law, after which it is deleted, destroyed, or anonymized in accordance with the organization's defined policy.

In the event of a personal data incident, the organization applies an incident response process integrated with the Cybersecurity Incident Management framework, to enable detection, impact assessment, containment, system recovery, and lessons learned to be carried out quickly and systematically. Consideration of personal data impacts, notification of relevant parties, and compliance with legal requirements are integrated into the organization's incident management process.

Given that the organization uses international service providers for email and collaboration services, as well as Cloud systems and regional hosting for certain systems, the organization recognizes that some data processing or storage may involve cross-border data transfer or access. The organization's policy provides that where personal data must be transferred to a foreign country whose data protection standards are lower than those required by law, the organization will take steps to ensure that the transferred data receives an adequate level of protection equivalent to the standards prescribed by Thai law.

## 11. Third-Party Cyber Risk Management

The organization recognizes that its cybersecurity posture is interconnected with external service providers and third-party technologies particularly providers of Security Operations Center (SOC) services, Cloud systems, and email and collaboration systems which are key components of the organization's digital operations.

In selecting providers connected to critical systems or data, the organization considers factors including reputation, credibility, service standards, and relevant certifications or internationally recognized control reports. The IT team and Cybersecurity-responsible function also conduct a suitability review prior to commencement of service.

The organization further establishes confidentiality obligations in contracts with relevant suppliers, and reviews the terms and suitability of service providers at contract renewal. For certain critical service providers, the organization specifies expectations regarding incident notification, data backup, log retention, and coordination in the event of a cybersecurity incident.

**Third-Party Risk Development Roadmap:** Although the organization already has practices for reviewing and monitoring providers connected to critical systems, in 2025 these processes were still being developed into an organization-wide standard. A formal Third-Party Cyber Risk Management Policy has not yet been established, and supplier risk has not yet been classified into clearly defined categories.

To elevate third-party risk management in alignment with international best practices, the organization has planned the following development actions for 2026–2027:

- Develop information security risk assessment guidelines or frameworks for suppliers and service providers connected to critical data or systems, and conduct Pre-contract Assessments.
- Classify suppliers by risk level e.g. providers with access to critical data, internal systems, or personal data.
- Standardize minimum Cybersecurity and Data Protection contractual requirements such as incident notification within defined timelines, log retention, data backup, and data confidentiality.
- Develop a periodic review process for key service providers beyond the contract renewal cycle, to enable continuous risk and change monitoring.

By 2027, the organization targets that all providers with access to critical data or systems will have undergone a basic security review, and that contracts with key service providers will clearly specify confidentiality, incident notification, log retention, and data backup requirements.

1) Operational Targets

Target	2025	Short-Term 2026	Long-Term 2030
Recovery Time Objective (RTO)	≤ 24 hours	≤ 6 hours	≤ 4 hours
Recovery Point Objective (RPO)	—	≤ 24 hours	≤ 24 hours
Security Awareness Survey	—	≥ 70%	≥ 90%
No Critical Incidents	0	0	0
Mean Time to Detect (MTTD) — Critical Incident	—	≤ 24 hours	≤ 24 hours
Mean Time to Contain (MTTC) — Critical Incident	—	≤ 6 hours	≤ 4 hours
Mean Time to Recover (MTTR) — Critical Incident	—	≤ 24 hours	≤ 4 hours
Phishing Simulation Click Rate	—	≤ 10%	≤ 5%
100% of key suppliers (with access to critical data) undergo Pre-contract Assessment	—	—	100%
100% of contracts with key suppliers include clear Cybersecurity requirements	—	—	100%

2) Cybersecurity Performance Results

The organization has monitored its cybersecurity performance to evaluate the effectiveness of control measures, incident readiness, and employee awareness levels. Key results are summarized as follows:

## 1. System Resilience and Incident Readiness

- **Critical Incident**

The organization targets 0 critical incidents affecting key systems per year. In 2025, 1 incident occurred, reflecting the need to elevate monitoring, strengthen proactive controls, and develop a more robust incident response plan.

	2023	2024	2025	2026
Critical Incident Target	0	0	0	0
Critical Incident Result	0	0	1	—

The incident was a critical-level cybersecurity event involving a Ransomware attack, where unauthorized system access behavior was detected. Based on digital forensic investigation, the organization assessed that the primary cause was an external attack through remote support/remote access channels, combined with the use of privileged accounts to infiltrate and laterally move within the network leading to data exfiltration and file encryption. However, the incident did not affect the organization's core management systems and databases. The primary impact was confined to the File Server/Share drive, without affecting core management systems or databases.

In response, the organization immediately isolated the affected systems from the network, investigated network traffic and digital evidence, and achieved initial containment within 2 hours to limit the scope of impact and prevent further spread. Core organizational systems continued to operate normally. The File Server/Share drive experienced access disruption during the recovery period and was restored to full restoration of affected File Server/Share drive within 21 days.

The organization confirmed that some data was compromised in the incident and has followed the incident notification process and coordinated with relevant regulatory authorities in accordance with defined procedures, while conducting systematic technical and business impact assessments.

- **Recovery Time Objective (RTO)**

The organization targets service recovery within 24 hours. The most recent result achieved recovery of defined service objective / key service restoration within 21 hours and 35 minutes — within the defined standard.

	2023	2024	2025	2026
RTO Target	24 hrs	24 hrs	24 hrs	6 hrs
RTO Result	22 hrs 41 min	22 hrs 00 min	21 hrs 35 min	—

**2. Operational Service Efficiency** In 2025, the organization upgraded and replaced equipment and IT policies to improve service efficiency, including:

- **Upgrade of WiFi Access Points to WiFi 6 Standard:** All WiFi Access Points in the office building were upgraded to WiFi 6-compatible models, resulting in increased average speed, greater simultaneous user capacity, and reduced signal dropout under heavy usage conditions.
- **Replacement of Inter-floor and Inter-building Cabling with Fiber Optic:** Legacy 1 Gbps LAN cabling was replaced with Fiber Optic, improving inter-floor/inter-building connection speed and reducing internal system latency.
- **Upgrade of Network Switches to 10 Gbps Standard:** Office switches were replaced with models supporting 10 Gbps Uplink/Downlink, increasing data transmission speed from 1 Gbps to 10 Gbps (a 900% increase).
- **Upgrade of Firewall to 10 Gbps Throughput Capacity:** To accommodate data growth and eliminate bottlenecks, the outdated Firewall for which Maintenance Agreement (MA) renewal was no longer possible was replaced with a new model supporting  $\geq 10$  Gbps Throughput, enhancing network security performance and reducing vulnerability risks from end-of-life equipment.
- **Network Segmentation:** The network layout was redesigned by migrating the entire Server Farm from the Core Switch to behind the Firewall, resulting in more systematic and effective security management reducing the risk of unauthorized system access and enhancing monitoring and surveillance through the Security Operations Center (SOC) and Security Information and Event Management (SIEM) systems with greater accuracy and coverage.
- **Enhancement of Wireless Network Management System via Aruba Central Region Migration:** The wireless network management system (Aruba Central) region was migrated from the US Region to the AP South (Asia Pacific) region to align with the local time zone and operating environment. This significantly reduced signal latency, improved device configuration speed, and enhanced overall wireless network management stability resulting in more efficient network operations better suited to the organization's needs.

### 3) Sustainability Operational Plan

Following the 2025 incident, the organization plans to increase its Cybersecurity budget to a total exceeding 3,000,000 Baht, and has defined the following proactive operational plan to prevent future critical incidents:

**1. Disaster Recovery (DR) Site for Full Organizational Data Coverage** The organization has established an additional DR Site capable of backing up all organizational data, with connectivity separated from the primary system to protect against serious threats. This enables the Recovery Time Objective (RTO) target to be reduced to  $\leq 4$  hours, and establishes a Recovery Point Objective (RPO) target of  $\leq 24$  hours from 2026 onwards.

	2024	2025	2026	2030
RPO Target	N/A	N/A	24 hrs	24 hrs
RPO Result	N/A	N/A	—	—

**2. EDR/XDR Coverage** The organization has implemented EDR/XDR systems covering 100% of high-risk devices and systems, and has expanded the scope of the external SOC service to cover high-risk devices and systems, to ensure timely and policy-aligned reporting.

**3. Annual Cyber Risk Assessment** The organization will engage a third party to conduct at least one cybersecurity risk assessment per year, commencing in 2026, to identify risk types, threat trends, potential vulnerabilities, and operational impact levels referencing international standards such as ISO/IEC 27001, NIST CSF, and Enterprise Risk Management (ERM) principles. Results will be presented to senior management and the Risk Management Committee (RMC), which will then summarize cybersecurity risk status and outcomes for the Board of Directors, to inform the ongoing direction of control system development and Cybersecurity improvement.

**4. Security Awareness Survey** The organization aims to educate employees through Cybersecurity training and other channels, with a Security Awareness Survey target established from 2026 onwards.

	2024	2025	2026	2030
Security Awareness Survey Target	N/A	N/A	70%	90%
Security Awareness Survey Result	N/A	N/A	—	—

**5. Enhanced Critical Incident Response Metrics** Following the 2025 incident, the organization has elevated its incident response KPIs to more concretely reflect the effectiveness of monitoring, detection, containment, and system recovery using confirmed, materially significant Critical Incidents as the basis for calculating MTTD, MTTC, and MTTR. The primary target of zero material critical incidents remains unchanged. These additional

metrics are intended to reflect the effectiveness of surveillance through SOC, EDR/XDR, and the improved processes described above.

- Mean Time to Detect (MTTD) — Critical Incident :** The organization has set a target for the Mean Time to Detect (MTTD) for significant incidents at no more than 24 hours. This is measured from the estimated time at which unauthorized access or undesirable activity in the system begins, until the incident is detected and confirmed.

	2024	2025	2026	2030
MTTD Target	N/A	N/A	24 hrs	24 hrs
MTTD Result	N/A	N/A	—	—

- Mean Time to Contain (MTTC) — Critical Incident :** The organization has set a target for the Mean Time to Contain (MTTC) for significant incidents at no more than 6 hours. This is measured from the time an incident is confirmed until the time the scope of impact can be contained or the spread of the incident can be stopped, in order to minimize damage to systems, data, and business operations.

	2024	2025	2026	2030
MTTC Target	N/A	N/A	4 hrs	4 hrs
MTTC Result	N/A	N/A	—	—

- Mean Time to Recover (MTTR) — Critical Incident :** The organization has set a target for the Mean Time to Recover (MTTR) for critical incidents, or significant incidents, affecting critical services or systems at no more than 24 hours. This is measured from the time the incident is confirmed until the affected critical services are restored and operational in accordance with the defined criteria, in order to support business continuity and minimize impacts on stakeholders.

	2024	2025	2026	2030
MTTR Target	N/A	N/A	24 hrs	4 hrs
MTTR Result	N/A	N/A	—	—

**6. Incident Playbook Development** The organization will develop an Incident Playbook for critical threats (Critical Incidents), to be completed in 2026 with additions in subsequent years as required.

**7. Disaster Recovery Test (DR Test)** The organization requires at least one system recovery test per year, conducted consistently per plan demonstrating continuity in testing and verifying the effectiveness of data backup systems and recovery processes.

**8. Phishing Simulation** The organization requires 2 Phishing Simulation exercises per year, commencing in 2026, to assess employee awareness in responding to social engineering threats and monitor behavior relating to clicking suspicious links or opening suspicious files one of the key risks the organization monitors. Simulation results will be analyzed to classify employee risk groups, refine training content to address identified vulnerabilities, and continuously elevate cybersecurity vigilance throughout the organization.

- **Phishing Simulation Click Rate :** The organization has established the Phishing Simulation Click Rate as a key performance indicator, referring to the percentage of employees who click a link or respond to simulated emails that are considered risk-related, compared with the total number of employees tested. The organization has set a target for the Phishing Simulation Click Rate at no more than 10% in 2026, with a long-term target to continuously reduce the rate to no more than 5%. This reflects the ongoing development of employees’ cybersecurity behavior.

	2024	2025	2026	2030
Phishing Simulation Click Rate Target	N/A	N/A	10%	5%
Phishing Simulation Click Rate Result	N/A	N/A	—	—

**9. AI Usage Compliance and Violation Rate :** The organization monitors AI usage to prevent policy violations and to ensure that employees comply with data, security, and proper AI usage policies. To govern AI usage within the scope of the organization’s information security policy and in alignment with its AI Governance Policy, the organization has established additional targets as follows:

- **AI Usage Compliance Rate :** The organization has established the AI Usage Compliance Rate as a key indicator, referring to the percentage of AI usage cases that have been reviewed and confirmed to comply with the organization’s policies, compared with the total number of AI usage cases reviewed. This indicator reflects the effectiveness of governance over AI usage in accordance with the AI Governance Policy.

	2024	2025	2026	2030
AI Usage Compliance Rate Target	N/A	N/A	95%	95%
AI Usage Compliance Rate Result	N/A	N/A	—	—

- Confirmed AI Misuse Cases** : The organization has established Confirmed AI Misuse Cases as a governance indicator, referring to the number of AI usage cases that have been reported, notified, detected, and confirmed as significant policy violations. Examples include entering confidential information, customer data, personal data, or internal organizational information into AI systems in a manner that does not comply with the established requirements. The organization has set a target of zero such cases in order to keep data-related and reputational risks at the lowest possible level.

	2024	2025	2026	2030
Confirmed AI Misuse Cases Target	N/A	N/A	0 cases	0 cases
Confirmed AI Misuse Cases Result	N/A	N/A	—	—

## 12. ESG Business Principles



Business sustainability means the ability to conduct business continuously over the long term, adapting to constant change and competition, generating profit for shareholders while giving balanced consideration to all stakeholder groups both internal and external including Clients, suppliers, employees, communities, and the environment, and operating in accordance with good governance principles to create shared participation in driving the business forward together. This "organizational sustainability" concept aligns with "ESG" the sustainable organizational development framework that considers three key interconnected and mutually supportive dimensions: Environmental (E), Social (S), and Governance (G) to create opportunities, enhance competitive capability, strengthen corporate image and reputation, and advance toward sustainable organizational development aligned with the United Nations Sustainable Development Goals (SDGs).

### Objectives

1. Reduce environmental impact, decrease greenhouse gas emissions, use resources efficiently, reduce waste, promote clean energy use, and eliminate energy waste while improving energy efficiency through effective technologies.
2. Improve employee and community wellbeing, foster participation across all employee levels, and promote workplace safety.
3. Build credibility and competitive advantage.