

TEAMING

*Enabling
a Low-Carbon Society
for All Sectors*



Sustainability Report

2025

TEAMG

**Enabling a low-carbon
society for all sectors**

TEAM Consulting Engineering and Management Public Company Limited



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Part 1:

Introduction and Organizational Overview

About This Report

TEAM Consulting Engineering and Management Public Company Limited ("the Company") has prepared this Sustainability Report to communicate its sustainable development performance to all stakeholder groups. The Report focuses on systematic, transparent, and verifiable disclosure of economic, social, and environmental performance, reflecting the Company's accountability to its stakeholders and its commitment to conducting business while creating long-term sustainable value for society and the nation.

Scope of the Report

This Sustainability Report covers the operational performance of the Company and its subsidiaries in Thailand, for the reporting period from 1 January to 31 December 2025. The data presented has been collected, verified for completeness, accuracy, and quality by senior management of each relevant business unit within the Company.

The Company's financial performance data has been audited by EY Office Limited, the Company's external auditor. The auditor's report is disclosed in the Annual Registration Statement and Annual Report (56-1 One Report).

Reporting Framework

The Company prepares this Sustainability Report in accordance with the Global Reporting Initiative (GRI) Standards at the Core Options level. In addition, the Company aligns its sustainability initiatives with the United Nations Sustainable Development Goals (UN SDGs) relevant to its business nature, reflecting the Company's role in contributing to broader development goals in a balanced and responsible manner.

Contact Information

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Message from the Chairman and the CEO

The year 2025 continued to be marked by rapid and complex global changes driven by economic, environmental, and technological factors, all of which significantly impacted business operations. Amid global economic volatility, geopolitical uncertainty, and shifts in economic and trade policies among the world's major economies, Thailand also continued to face challenges from climate change and increasingly severe disaster risks.

Recognizing these challenges, the Company sees the importance of driving business growth alongside ESG-oriented operations. In 2026, the Company established its vision toward 2030, aiming to become a sustainable regional solution provider with innovative business development and appropriate employees' welfares. The Company has also adopted policies to drive the organization toward net-zero greenhouse gas emissions, targeting Net Zero by 2050. In addition, the Company has established a sustainable business development strategy aligned with its business strategy through three key pillars: Governance and Economic, Social, and Environmental dimensions, as follows:

Governance and Economic

The Company promotes diversified revenue streams to ensure sustainable and transparent business growth by expanding its integrated service capabilities from upstream to downstream, covering study, survey, design, project management, and construction supervision, as well as extending into related business and Engineering, Procurement, and Construction (EPC) projects. This approach enhances revenue diversification and strengthens long-term business stability. Operations are conducted under principles of transparency, fairness, and accountability, while continuously developing and applying digital technologies and innovations, including Artificial Intelligence (AI), to improve operational efficiency, strengthen competitiveness, and create sustainable growth for all sectors.

Social

The Company is committed to being a trusted partner in consulting services by maintaining high standards in integrated engineering consultancy services and ensuring effective coordination with all stakeholders to deliver quality work that is technically accurate and aligned with professional standards. This contributes to the enhancement of infrastructure and the quality of life of people in society. The Company also conducts business with balanced and fair consideration for all stakeholder groups. At the same time, the Company places strong emphasis on improving employees' quality of life in all aspects by encouraging employee participation in expressing opinions regarding the working environment and work systems through employee engagement surveys. Feedback obtained is used to improve organizational development, enhance employee satisfaction, and continuously improve the workplace environment. In addition, the Company prioritizes the development of employees' capabilities and skills through various training programs, including key technical courses and skill development aligned with evolving industry trends and technologies, to strengthen workforce capabilities and support the organization's long-term sustainable growth.

Environmental

The Company is committed to promoting a low-carbon society by developing comprehensive climate change and greenhouse gas management services, including greenhouse gas accounting, validation and verification, and support for carbon credit mechanisms, to help drive both the organization and its clients toward net-zero greenhouse gas emissions in line with the Company's policy. The Company also fosters a low-carbon organizational culture by encouraging participation from employees and business partners throughout the value chain, while integrating Low-Carbon Engineering principles into project design and management to optimize resource efficiency and sustainably reduce greenhouse gas emissions in all dimensions.

Finally, on behalf of the Board of Directors, we would like to express our sincere appreciation to all shareholders, investors, clients, business partners, executives, and employees for your continued trust and support. The Company remains committed to conducting business with prudence, transparency, and strong adherence to corporate governance principles, while continuously developing engineering works and quality services in accordance with professional standards. We are dedicated to leveraging innovation and technology to create added value for clients, while balancing responsibilities toward society, the environment, and all stakeholders, in order to drive TEAMG toward stable growth and contribute significantly to sustainable infrastructure and national development through a low-carbon economy.

**“ TEAM GROUP
strives to be a trusted advisor,
fostering stable growth while driving innovation and
Thailand’s low-carbon society for long-term sustainability. ”**



Mr. Rapee Phongbupakicha
Chairman of the Board and
Chairman of the Executive Committee

Mr. Chawalit Chantararat
Chief Executive Officer

Sustainability Vision and Goals

TEAM Consulting Engineering and Management Public Company Limited (TEAMG) is committed to becoming a sustainable regional provider of integrated engineering, consulting, and project management services, while driving business growth in parallel with the creation of long-term value for stakeholders, society, and the environment under the principles of good governance, transparency, and accountability for impacts throughout the value chain.

The Company places importance on integrating ESG principles into its corporate strategy and operations at every level, covering three key dimensions: governance and economic, environmental, and social. It aims to develop high-quality engineering and consulting services while leveraging innovation and digital technologies such as AI, BIM, and Digital Twin to improve efficiency, reduce resource consumption, and support sustainable infrastructure development.

In the governance and economic dimension, the Company is committed to conducting business with transparency and ethics, maintaining zero tolerance for corruption in all forms, managing risks comprehensively, and fostering fair relationships with clients, business partners, shareholders, and stakeholders in order to strengthen confidence and long-term competitiveness.

In the environmental dimension, the Company aims to promote a low-carbon society through the systematic management of energy, water, waste, and greenhouse gas emissions, while developing carbon management and climate change services to support the Company, its clients, and other sectors in adapting and progressing toward long-term Net Zero targets.

In the social dimension, the Company seeks to enhance the quality of life of employees, communities, and stakeholders by emphasizing human rights, fair labor practices, safety, occupational health, personnel development, and community engagement, in order to create a meaningful, safe, and inclusive working environment that supports shared growth.

The Company has set its sustainability goals in alignment with the United Nations Sustainable Development Goals (SDGs) and international reporting standards such as the GRI Standards, with the aim of enhancing the completeness, transparency, and verifiability of its disclosures so that they accurately reflect actual performance and support the Company's stable growth while delivering positive long-term outcomes for the economy, society, and the environment.

1.Organizational Overview

“Committed to Development for Sustainable ”

For over forty-seven years, TEAM Consulting Engineering and Management Public Company Limited, or TEAMG, has provided Integrated Consulting Services in engineering and environmental management across five core service areas: Transportation and Logistics, Water Resources, Building and Infrastructure, Environmental Management, and Energy. The Company has further extended its services into businesses adjacent to its consulting core, including Engineering, Procurement and Construction (EPC); asset data management using Digital Twin technology; instrumentation supply and installation; greenhouse gas management and climate change consulting and verification services; and innovation investment projects. Supported by the combined strength of 8 subsidiary companies and a team of over 1,300 professionals, TEAMG has delivered more than 4,000 projects both in Thailand and across the region.






TEAMG operates in accordance with the ESG (Environmental, Social, and Governance) framework, placing importance on stakeholders across all sectors, and striving for excellence in both professional practice and service delivery in line with its Vision: **“To be a sustainable regional solution provider with innovative business development and appropriate employees’ welfares”**, which serves as the cornerstone of TEAMG’s sustainable business growth.



Vision

To be a sustainable regional solution provider with innovative business development and appropriate employees' welfares.

Mission

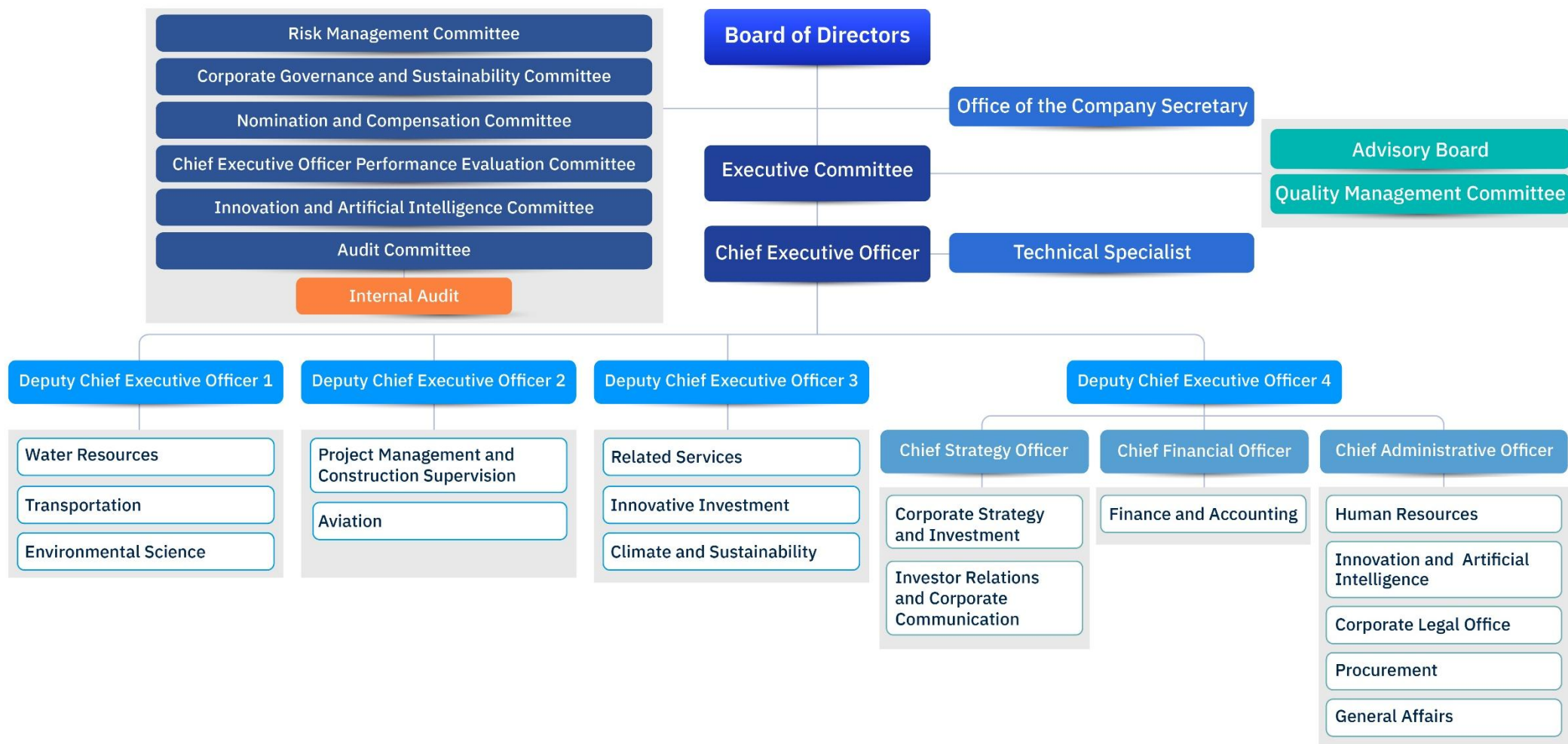
-  **1** To provide clients with the highest quality services through a capable and dedicated team.
-  **2** Develop the potential of our people in both professional and managerial areas to embrace next-generation skills, while promoting fair compensation and fostering a culture of teamwork.
-  **3** Cultivate a learning organization by adopting innovation and advanced technologies, positioning ourselves as a leading workplace of choice.
-  **4** Drive sustainable growth by considering the interests of all stakeholders in line with ESG principles, creating balanced value for both the organization and society.
-  **5** Support agility and adaptability in our work to meet client needs, thereby enhancing competitiveness across all dimensions.

Core Values

SQT (Service, Quality, Teamwork)

S Service: Excellence in service provision	Q Quality: Delivering high-quality work	T Teamwork: Effective collaboration
<ul style="list-style-type: none">• Customer-centered approach• Responsible, enthusiastic, and committed service (Accountability)• Ethical business practices (Ethics)	<ul style="list-style-type: none">• Knowledge-based approach• Professional standards compliance• Timely project delivery (On-time Delivery)	<ul style="list-style-type: none">• Synchronization in operations• Unity in teamwork• Seamless collaboration (Borderless)

Organizational Structure and Group of Companies



Business Characteristics and Markets

Business Characteristics

TEAM Consulting Engineering and Management Public Company Limited, or TEAMG, provides Integrated Consulting Services in engineering and environmental management, delivering comprehensive one-stop services to meet the needs of public sector, private sector, and international Clients. Services span the full project lifecycle from master planning, feasibility studies, detailed survey and design, environmental impact assessment, monitoring and evaluation, project management, and construction supervision and maintenance. The Company also provides engineering services in adjacent businesses and serves as an investor and project developer across a range of activities, including Geotechnical Instrumentation, Drone-based aerial survey and mapping, Building Information Modeling (BIM) for architecture, engineering, and construction, Asset data management using Digital Twin technology, Engineering, Procurement and Construction (EPC), Greenhouse gas validation and verification services at the organizational level (CFO) and project level (T-VER), and Carbon footprint assessment consulting. These services extend the Company's scope of delivery and generate stable, sustainably growing revenue underpinned by a firm commitment to ESG principles, integrated with modern innovation and technology, and governed by a strict Corporate Governance framework, with equitable consideration given to all levels of stakeholders.

Service areas by field of expertise are classified into five categories:

1. Transportation and Logistics
2. Water Resources
3. Building and Infrastructure
4. Environmental Management
5. Energy



Market Trends and Sustainability Drivers

The outlook for Thai industry in 2025–2027 encompasses both opportunities and challenges across sectors, shaped by macroeconomic conditions and sector-specific internal factors. The global economy is projected to grow gradually, supported by easing inflation and a declining interest rate trend, but remains pressured by geopolitical tensions and deglobalization, which continue to affect trade and investment. (Source: Krungsri Research, *Thai Business and Industry Trends 2025–2027*)

Regarding the engineering consulting business overall, it is expected to benefit from the growth of the construction contracting sector. For 2025–2027, growth is projected at a modest average of 2.0–2.5% per year. Growth is expected to be limited to just 1.0–2.0% in 2025, due to economic and political uncertainty affecting business in the second half of the year, before gradually recovering to 2.0–2.5% in 2026 and 3.0–3.5% in 2027. Key growth drivers continue to come from public sector construction projects, with investment values expected to increase by an average of 3.0–3.5% per year particularly from infrastructure investment linked to the Eastern Special Development Zone (EEC), aimed at attracting investment in targeted industries. Meanwhile, overall private sector construction investment values are expected to contract in 2025 before stabilizing in 2026 and gradually recovering at a low rate in 2027. Despite support from expanding transportation networks in strategic areas, ongoing economic uncertainty particularly from US tariff policies and persistently high household debt continues to constrain purchasing power recovery. Financial institutions remain stringent in extending housing credit, causing some new private sector project developments to be deferred. Concurrently, industries worldwide are facing significant transformation, with market demand shifting toward sustainability-oriented services including net-zero greenhouse gas emissions targets, which present both business opportunities and challenges. Green Building construction, as well as technology-driven operational efficiency improvements such as construction drones, Building Information Modeling (BIM), and Digital Twin asset data management, are on a rising trend, reflecting the growing global ESG movement toward sustainability. Key enabling factors supporting expansion opportunities include government policy support, tax incentives promoting environmentally friendly construction, and the continued development of green technologies. (Source: Krungsri Research, *Thai Business and Industry Trends 2025–2027 Construction Contracting Sector*)

Sustainability Awards and Past Achievements



Highly Commended Sustainability Awards

The Company received the SET Awards 2025 in the category of "Highly Commended Sustainability Awards," under the Sustainability Excellence award group. This recognition reflects TEAMG's commitment to conducting business in accordance with sustainable development principles, consistent with its Vision of being a "A Regional Solution Provider and Innovative Business Developer " as well as strong Corporate Governance practices leading to sustainable growth, responsible consideration of all stakeholders across the supply chain, and the creation of tangible positive outcomes for society and the environment.



Awards and Achievements for 2025

The Company received an "Excellent CG Scoring" rating in the Corporate Governance Report of Thai Listed Companies (CGR) survey for 2025 for the fifth consecutive year and ranked in the Top Quartile among companies in the same Market Capitalization group (3,001–10,000 Million Baht), as assessed by the Thai Institute of Directors (IOD) under the support of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC).



"AAA" Sustainable Stock – SET ESG Ratings 2025

TEAMG has been selected as a "Sustainable Stock SET ESG Ratings: Rating AAA" for 2025, in the Real Estate and Construction sector, by the Stock Exchange of Thailand. This recognition reflects the Company's commitment to responsible, transparent, and governance-driven business conduct, alongside the promotion of efficient resource utilization and the continuous creation of social value.

Part 2:

Sustainability Strategy and Management

1. Sustainability Policy and Goals

The Company conducts its business on the belief that organizational growth must proceed in parallel with the creation of shared value with all stakeholder groups, in order to pass on a better future to the next generation. The Company drives its sustainable growth strategy across three pillars Economic, Social, and Environmental (ESG) while advancing its capabilities through modern technologies such as Digital Twin and AI to support the transition to a low-carbon society. The Company also manages its resources efficiently to ensure balanced delivery of value throughout the value chain, generating tangible outcomes as it progresses toward becoming a stably growing organization that genuinely passes on sustainability to the future.

To formally affirm this commitment, the Board of Directors has approved and announced a Policy on Sustainability and Corporate Social and Environmental Responsibility, signed by the Chairman of the Board, and has delegated the Corporate Governance and Sustainability Committee to oversee strategic direction and monitor performance comprehensively, as follows:

Dimension	Sustainability Policy
E	<p>The Company is strictly committed to complying with all relevant environmental laws, regulations, and requirements in its business operations, and to conducting business with environmental responsibility by applying academic principles to minimize environmental impact. The Company's guidelines for sustainable business conduct in the environmental dimension are as follows:</p> <ul style="list-style-type: none">• Promote and support energy conservation, with emphasis on renewable energy use and efficient utilization of natural resources.• Assess social and environmental impact risks and develop prevention plans for potential impacts on the environment, society, and biodiversity, as well as actively promote, preserve, and maintain ecosystems.• Build environmental responsibility awareness among personnel at all levels, to jointly define approaches for environmental stewardship.• Participate in greenhouse gas emission reduction efforts to advance toward a low-carbon society.• Establish standards and guidelines for the selection of environmentally friendly construction materials.

Dimension	Sustainability Policy
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S	<p>The Company is committed to Client responsibility, the care and development of its personnel, and minimizing adverse impacts while creating benefits for communities, in pursuit of mutually sustainable growth. The Company's guidelines for sustainable business conduct in the social dimension are as follows:</p> <ul style="list-style-type: none"> • Focus on creating Client satisfaction by delivering quality work in accordance with professional standards and on schedule, with quality control under ISO management systems and QA. • Respect human rights and treat all stakeholders equitably, without discrimination on the basis of disability, nationality, religion, gender, language, age, skin color, social status, culture, or customs. • Treat employees fairly, placing importance on personnel welfare and quality of life, assigning employees to roles suited to their competencies, providing comprehensive benefits including healthcare, and establishing an appropriate compensation structure. • Drive employees to continuously develop their knowledge and expertise, promoting participation in both internal and external training programs to enhance capabilities and job skills, and fostering positive morale and attitudes among employees at all levels. • Promote community and social development by encouraging executives and employees to participate in public interest and community activities, both in communities where the organization operates and in the broader community.
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G	<p>The Company aspires to leadership in comprehensive, quality services in accordance with its SQT organizational values, and to developing innovative business for sustainable growth including promoting the development of technology and innovation in operations in collaboration with partners to create added value and deliver the highest Client satisfaction. The Company's guidelines for sustainable business conduct under Corporate Governance principles are as follows:</p> <ul style="list-style-type: none"> • Prioritize conducting business with integrity, transparency, and fairness, by establishing policies, rules, and regulations for stakeholder care, and maintaining accountability to all stakeholder groups as stipulated in the Corporate Governance Policy and Business Code of Conduct. • Integrate modern innovations and technologies into operations. • Maintain service quality in accordance with engineering professional standards and the ISO 9001:2015 Quality Management System.
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Environmental Dimension

1. Operate in an environmentally friendly manner, reducing energy and resource consumption.
2. Promote greenhouse gas emission reduction to advance toward a low-carbon society.
3. Apply innovation and technology to enhance efficiency and reduce environmental impact.
4. Minimize environmental impact from infrastructure projects through design aligned with green policies.



Social Dimension

1. Enhance service delivery capacity and technology development.
2. Promote quality of life for employees, communities, and society at large.
3. Foster equality and develop personnel capabilities within the organization.
4. Build infrastructure that addresses societal quality of life needs.



Governance & Economic Dimension

1. Aspire to leadership in comprehensive, quality services in accordance with the Company's SQT values.
2. Elevate governance standards in the consulting business.
3. Collaborate with partners to create added value.
4. Establish a robust ESG Governance standard in operations.



T – Transparency

1. Operate with robust corporate governance
2. Foster a culture of transparency and accountability
3. Ensure transparent disclosure to build stakeholder confidence

E – Ethics

1. Strictly comply with laws and regulations
2. Uphold ethics and good governance at all levels of the organization
3. Foster an organizational culture of integrity and zero tolerance for all forms of corruption

A – Accountability

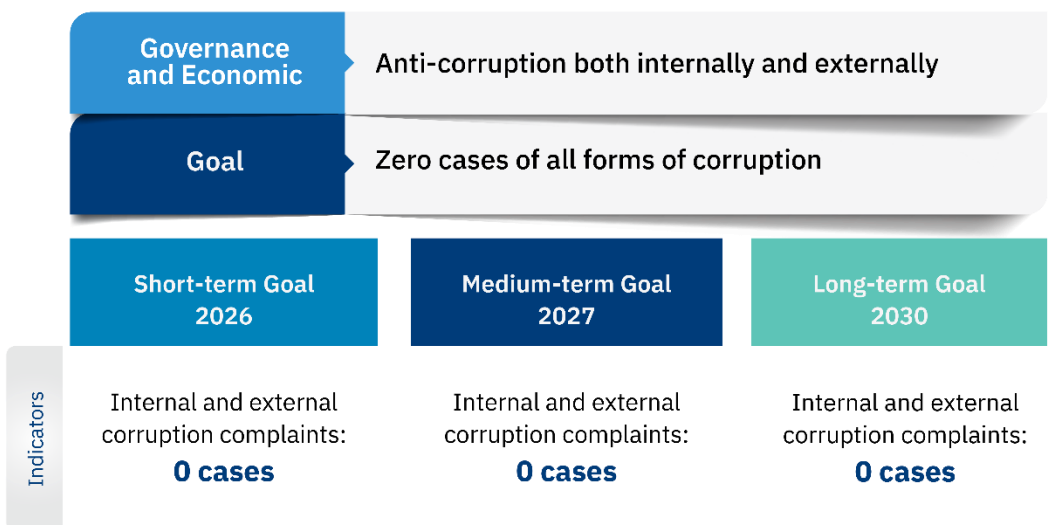
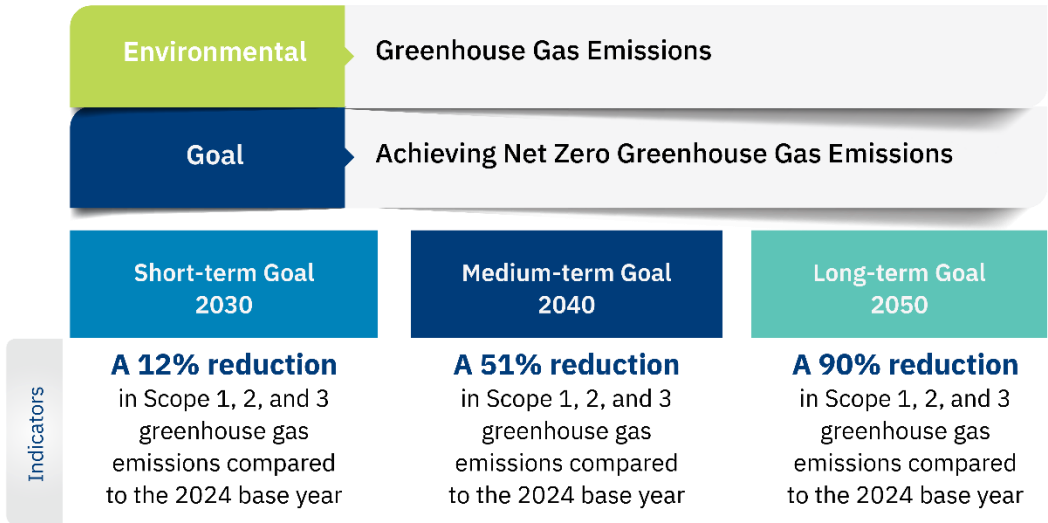
1. Integrate ESG into the corporate strategy
2. Be accountable for the economic, Social, and Environmental impacts
3. Cultivating a corporate culture rooted in ethics and accountability



M – Mutual Value

1. Creating shared value for all stakeholders
2. Empowering talent through reskilling and upskilling to maximize potential
3. Engaging with communities and society to create shared value

1.3 Sustainability Targets



2. ESG & SDGs Strategy

2.1 Sustainability Governance Structure

To ensure that the Company's business operations are conducted sustainably alongside environmental and social responsibility and in accordance with Corporate Governance principles, the Board of Directors has established the Corporate Governance and Sustainability Committee. This Committee is responsible for defining and reviewing the Corporate Social and Environmental Responsibility Policy and the Corporate Governance Policy, with an annual review cycle to ensure relevance and alignment with the operational context at each point in time.

The Corporate Governance and Sustainability Committee also oversees and provides guidance on sustainable business conduct, monitors compliance with relevant laws and standards, promotes understanding of business ethics practices among directors, executives, and employees, reports operational results to the Board of Directors, and implements appropriate measures to achieve the Company's sustainability targets. In addition, the Corporate Governance and Sustainability Committee has established an ESG Working Group, comprising executive representatives from Operations, the Climate and Sustainability Business Unit, Strategy and Risk Management, Corporate Legal Office, Finance and Accounting, Human Resources, Procurement, and the Office of the Company Secretary. This Working Group participates in proposing development approaches and serves as a conduit for communicating sustainability policies to ensure broad understanding and consistent implementation, and reports operational results to the Corporate Governance and Sustainability Committee.



2.2 Sustainable Business Development Strategy

The Company drives sustainable growth through three pillars Economic, Social, and Environmental as follows:

1. Maintain the highest standards of integrated engineering consulting expertise to deliver quality work and improve quality of life in society.
2. Expand the scope of services from upstream to downstream and into adjacent businesses, generating sustainable revenue streams under principles of transparency and fairness, while advancing technology and innovation.
3. Provide climate and greenhouse gas management services to promote a sustainably low-carbon society across all sectors.

Expanding services from upstream to downstream, extend into related business, and drive sustainable revenue with transparency and innovation.

Leveraging integrated engineering consultancy expertise to deliver high-quality infrastructure projects that enhance the quality of life for communities.



Providing climate change and greenhouse gas management services to promote a sustainable low-carbon society across all sectors.

3. Stakeholder Engagement

3.1 Business Value Chain

The Company recognizes that sustainable business operations require the collaboration and understanding of all stakeholder groups. The Company therefore establishes a systematic process for identifying and classifying stakeholder groups including shareholders and investors, Clients, employees, suppliers, government agencies, and surrounding communities and society and manages potential impacts on stakeholders in a transparent and accountable manner, to achieve a balance between business growth and the sustainability of society and the environment.

The Company provides communication and feedback channels appropriate to each stakeholder group such as meetings, opinion surveys, and communications through Annual Reports, Sustainability Reports, the corporate website, and various engagement activities. Information and feedback received is analyzed and incorporated into ongoing improvements in operations, strategy formulation, and risk management, to maximize operational effectiveness.

The Company's value chain is accordingly designed to encompass both primary activities and supporting activities, as follows

3.1.1 Primary Activities

The Company's primary activities consist of five interconnected activities designed to deliver the highest quality services, as follows:

Engineering Service Value Chain	Business Development / Project Bidding	Resource Allocation	Project Management	Post-Delivery Services
Related Activities	<ul style="list-style-type: none"> Analyze market trends and Client needs across target segments Identify business opportunities from public sector budgets and private sector investment projects Develop bidding approaches and strategies aligned with Client requirements Design work processes appropriate to the nature of each project 	<ul style="list-style-type: none"> Select and prepare personnel/engineers whose expertise matches project requirements Evaluate and select qualified Consortiums and Subcontractors meeting specified requirements Develop innovations and integrate new technologies into project implementation 	<ul style="list-style-type: none"> Study, design, plan, and manage projects in accordance with specified requirements Control work quality to meet engineering standards and delivery timelines Manage costs and resources to maximize project efficiency Oversee operations in compliance with safety requirements and applicable regulations 	<ul style="list-style-type: none"> Provide post-delivery performance warranties Maintain and develop Client relationships to create future business opportunities Collect and analyze Client satisfaction survey results to drive improvements in work quality and service delivery
Relevant Stakeholders	<ul style="list-style-type: none"> Employees Clients Suppliers Partner Media 	<ul style="list-style-type: none"> Employees Clients Suppliers Partners 	<ul style="list-style-type: none"> Employees Clients Suppliers Partners Shareholders Communities and Society Government Agencies Financial Institutions 	<ul style="list-style-type: none"> Employees Clients

3.1.2 Supporting Activities

The Company's supporting activities are functions that enable the primary activities to achieve their objectives. There are six supporting activities in total, as follows:

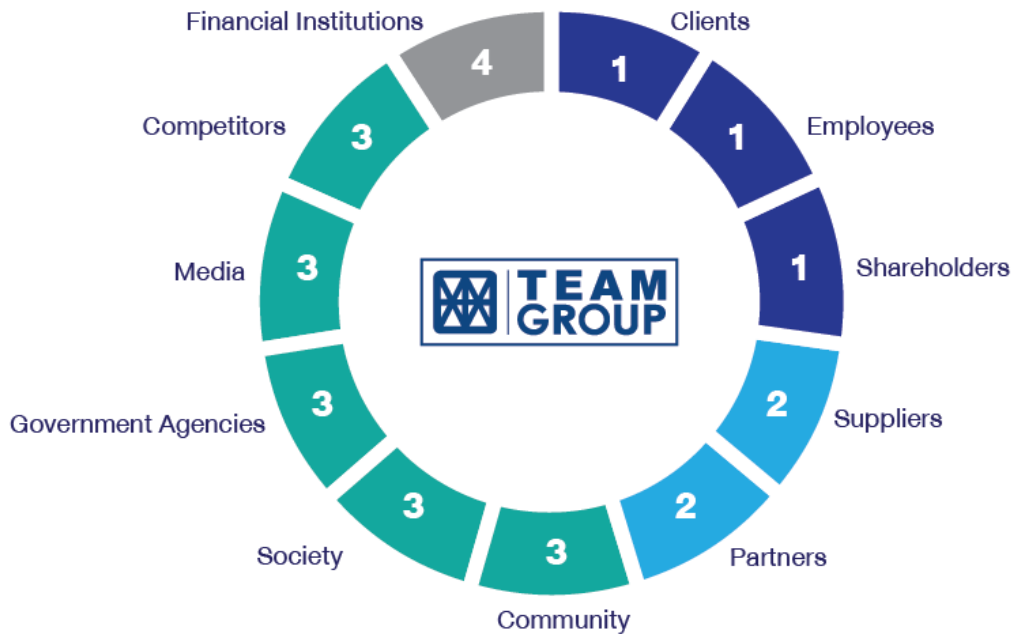
Supporting Activities Value Chain	Human Resource Management	Accounting and Finance	Procurement	Corporate Legal Office	Information Technology Management	Document and Information Management
Related Activities	Human resources are the core asset of a consulting firm. Human resource management activities are responsible for recruiting personnel with the appropriate qualifications for project work, as well as developing human capital to build the knowledge and expertise required for effective performance.	Responsible for accounting and financial management in support of the Company's operations.	Oversees the Company's procurement processes to ensure transparency in all operations.	Supports operations to ensure compliance with project contracts and provides assistance in resolving issues that arise during project implementation.	Supports the Company's operations to be efficient, agile, and up to date.	Manages the storage of information and documents within the scope defined in the Quality Manual, in accordance with the ISO 9001:2015 Quality Management System.

3.1.3 Business Value Chain Management Diagram

Business Value Chain Management					
Primary Activities	Business Development	Resource Preparation	Contract Execution	Work Delivery	Post-Delivery Services
Supporting Activities	Human Resource Management				
	Accounting and Finance				
	Procurement				
	Legal Management				
	IT Management				
	Document and Information Management				

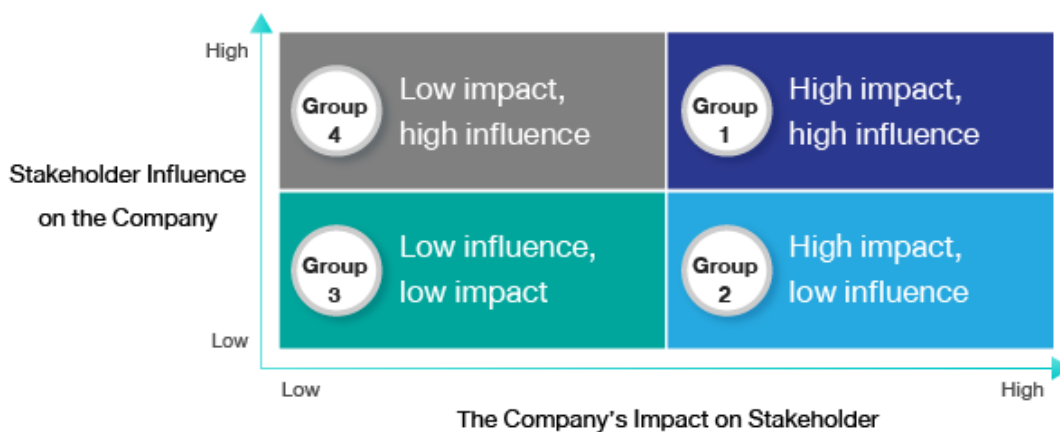
3.2 Stakeholder Analysis in the Business Value Chain

Following its analysis of value chain activities, the Company has identified and classified its stakeholders into 11 groups, as follows:



3.2.1 Stakeholder Prioritization

The Company has assessed its stakeholder groups to determine their relative priority, using a Stakeholder Mapping analytical tool, as follows:



Based on the assessment above, the Company has classified stakeholders into four priority groups:

Group 1: Stakeholders of high importance to the organization or directly impacted by the business: Clients, Employees, Shareholders, Investors, and Analysts.

Group 2: Stakeholders with a significant role in the organization and substantially impacted, though less so than Group 1: Suppliers and Partners.

Group 3: Stakeholders that may play a role in certain situations but generally have a lower level of impact on the business: Communities, Society, Government Agencies, Media, and Competitors.

Group 4: Stakeholders that are generally not directly impacted: Financial Institutions.

The Company provides stakeholders with opportunities to express their needs and expectations through questionnaires and through the complaints and feedback system published on the Company's website. Findings are reported to the Corporate Governance and Sustainability Committee for consideration in establishing stakeholder engagement guidelines, summarized as follows:

3.2.2 Communication Channels and Stakeholder Engagement

Stakeholders	Engagement Channels	Stakeholder Expectations	Stakeholder Response Approach
Group 1			
1.1 Clients <ul style="list-style-type: none"> Public sector project owners Private sector project owners 	<ul style="list-style-type: none"> Project meetings with clients Client satisfaction assessments Communication channels, such as: <ul style="list-style-type: none"> Telephone Email Letter Whistleblowing and complaint channels Website 	<ul style="list-style-type: none"> High-quality work delivered in accordance with international standards, professional ethics, and on-time delivery Reasonable and fair pricing The highest level of service satisfaction Professional advisory services, including clear guidance on decision-making options, advantages, and disadvantages to facilitate client decisions Efficient project management from inception to completion to minimize damage during project execution Client confidentiality Work products developed with consideration of environmental impacts Application of innovation and technology in operations 	<ul style="list-style-type: none"> Assign qualified and capable personnel to each project Set reasonable and fair pricing with due consideration for quality and standards Conduct client satisfaction surveys an average of twice per project to improve work quality and service delivery Provide specialists to offer professional advice to clients Implement Project Quality Assurance (PQA) to review work quality prior to client delivery Strictly comply with the personal data protection policy and confidentiality policy Comply with applicable environmental laws and regulations Develop and apply innovation and

Stakeholders	Engagement Channels	Stakeholder Expectations	Stakeholder Response Approach
			technology to enhance efficiency, quality, and speed, and to better respond to client needs
1.2 Employees	<ul style="list-style-type: none"> • Management-employee meetings • Training and seminar activities • Employee engagement surveys • Communication channels, such as: <ul style="list-style-type: none"> - Email - Morning Screen via Intranet - Facebook Group - Notice boards - Circulars - Supervisor briefings - Letter - Complaint box 	<ul style="list-style-type: none"> • Appropriate compensation and benefits • Capability development and career advancement • Occupational health and safety • A positive working environment • Attention to employee well-being, including both physical and mental health • Opportunities to express views on organizational development • Appropriate equipment and workplace facilities • Equal and fair treatment, and respect for human rights 	<ul style="list-style-type: none"> • Provide appropriate and fair compensation and benefits • Establish personnel development plans and organize training and seminars to enhance employee capability and career progression • Implement a Mentoring System to transfer organizational culture and knowledge from senior to junior employees • Provide suitable workspaces and common areas for rest and exercise • Provide channels for suggestions and complaints, such as email, letter, and complaint boxes • Provide appropriate equipment and facilities to support efficient work performance • Comply with labor laws and the human rights policy
1.3 Shareholders, Investors, and Analysts	<ul style="list-style-type: none"> • Information disclosure through the following channels: <ul style="list-style-type: none"> - Annual General Meeting of Shareholders - Analyst meetings - Conference meetings and company visits - SET Opportunity Day - Annual Report 	<ul style="list-style-type: none"> • Transparent operations in accordance with good corporate governance principles and social responsibility • Strong operating performance, stable growth, and appropriate dividend payments • Equitable treatment of shareholders 	<ul style="list-style-type: none"> • Comply with laws, rules, and regulations of the SEC and the Stock Exchange of Thailand in accordance with good corporate governance principles • Develop services in new business areas to increase job

Stakeholders	Engagement Channels	Stakeholder Expectations	Stakeholder Response Approach
	<ul style="list-style-type: none"> - Newspapers and other media • Direct and indirect feedback and complaint channels through organizational communication channels, such as telephone, conference call, letter, and email 		<ul style="list-style-type: none"> opportunities, revenue, and profitability • Provide accurate and complete information to shareholders, investors, and analysts on an equitable basis
Group 2			
2.1 Suppliers <ul style="list-style-type: none"> • Suppliers • Subcontractors 	<ul style="list-style-type: none"> • Meetings with suppliers and subcontractors • Feedback and complaint channels, such as telephone, letter, email, and website 	<ul style="list-style-type: none"> • Transparent and fair business practices • Fair contracts and agreements • Full and timely payment for goods and services • Long-term business relationships and continued purchasing 	<ul style="list-style-type: none"> • Maintain transparent and auditable procurement standards • Establish fair agreements with clients and the Company • Make payments for goods and services in accordance with contractual terms • Treat all suppliers fairly and equitably
2.2 Partners <ul style="list-style-type: none"> • Partners 	<ul style="list-style-type: none"> • Meetings with partners • Information disclosed on the Company's website • Feedback and complaint channels through telephone, letter, email, and website 	<ul style="list-style-type: none"> • Collaboration that leverages each party's strengths to expand opportunities, broaden project scope, and create value-added work • Fair contracts and agreements • Good long-term relationships with partners 	<ul style="list-style-type: none"> • Maintain a good corporate governance policy and anti-corruption policy • Treat all partners fairly and equitably
Group 3			
3.1 Communities	<ul style="list-style-type: none"> • Evaluation questionnaires • Community development activities • Communication with community representatives through channels such as: <ul style="list-style-type: none"> - Telephone - Letter - Email - Website - Facebook 	<ul style="list-style-type: none"> • Assistance, support, and promotion for the overall benefit of the community • Participation in sustainable community development and resilience building • Consideration of environmental and social impacts on surrounding communities in every project 	<ul style="list-style-type: none"> • Communicate accurate and complete information to communities surrounding project sites • Assess the needs of communities around the Company and project sites • Organize activities that promote participation between the

Stakeholders	Engagement Channels	Stakeholder Expectations	Stakeholder Response Approach
			organization and communities <ul style="list-style-type: none"> • Contribute to improving the quality of life of people in the community • Provide engineering and environmental advice and assistance to communities
3.2 Society	<ul style="list-style-type: none"> • Seminars and lectures for associations and institutions • Press releases, articles, and online news • Communication channels, such as: <ul style="list-style-type: none"> - Telephone - Letter - Email - Website - Facebook 	<ul style="list-style-type: none"> • Access to beneficial engineering and environmental knowledge, such as water situation data and Building Information Modeling (BIM), that supports society and the country 	<ul style="list-style-type: none"> • Provide accurate, complete, and timely information • Deliver academic lectures and knowledge-sharing activities that benefit society
3.3 Government Agencies	<ul style="list-style-type: none"> • Meetings between the Company and relevant government agencies • Operational reporting in accordance with requirements of relevant agencies • Participation in meetings and exchange of views with government and regulatory agencies 	<ul style="list-style-type: none"> • Compliance with laws and regulatory requirements of government and supervisory authorities • Transparency in business operations 	<ul style="list-style-type: none"> • Conduct business in compliance with laws and good corporate governance principles • Disclose information transparently
3.4 Media	<ul style="list-style-type: none"> • Press releases, articles, and online news • Interviews with executives and investor relations representatives • Communication channels, such as: <ul style="list-style-type: none"> - Telephone - Email - Conference call 	<ul style="list-style-type: none"> • Accurate, complete, and timely information on operating performance, business operations, and useful technical information • Equal access to information 	<ul style="list-style-type: none"> • Provide accurate, complete, timely, and equitable information • Treat media equitably in line with all stakeholder groups
3.5 Competitors	<ul style="list-style-type: none"> • Meetings with the consulting engineers association or other collaboration networks 	<ul style="list-style-type: none"> • Ethical and lawful treatment of competitors 	<ul style="list-style-type: none"> • Conduct business in compliance with laws, good corporate governance principles,

Stakeholders	Engagement Channels	Stakeholder Expectations	Stakeholder Response Approach
		<ul style="list-style-type: none"> • Opportunities for collaboration on appropriate projects 	and sound corporate governance practices
Group 4			
4.1 Financial Institutions	<ul style="list-style-type: none"> • Information disclosed on the Company's website • Communication channels, such as: <ul style="list-style-type: none"> - Telephone - Email - Letter - Meetings 	<ul style="list-style-type: none"> • Transparency in business operations • Strengthened debt repayment capacity and compliance with contractual obligations 	<ul style="list-style-type: none"> • Maintain a good corporate governance policy, anti-corruption policy, and appropriate risk management planning • Repay debts on schedule

4. Materiality Analysis

The Company places significant importance on identifying and prioritizing Material Topics that have a significant impact on the Company's ability to conduct business, create long-term value, and inform stakeholder decision-making. The analysis is conducted under internationally recognized principles that consider both the organization's impacts on the external environment (Inside-Out / Impact Materiality) and the effects of external factors on the organization (Outside-In / Financial Materiality), covering the economic, social, and environmental dimensions across short, medium, and long-term time horizons.

4.1 Sustainability Materiality Assessment Process



4.2 Identification of Sustainability Issues

The Company identifies sustainability issues by considering both positive and negative impacts that are significant to the Company's operations and to stakeholders throughout the value chain, encompassing strategic, financial, operational, and legal and regulatory compliance dimensions, as well as environmental, social, and governance risks and opportunities that may arise.

In identifying material issues, the Company references its core business nature and organizational strategy including engineering services and project management, technology and innovation development, greenhouse gas management services, and climate change as well as Corporate Governance, transparency, and business ethics.

The Company also considers external factors that may influence the business operating context, such as industry trends and economic, social, technological, environmental, regulatory, and political changes, as well as international sustainable development issues notably the United Nations Sustainable Development Goals (SDGs) relevant to the Company's business operations.

4.3 Materiality Assessment Prioritization of Sustainability Issues

The Company prioritizes sustainability issues based on two primary factors:

(1) Impact Materiality the level of social and environmental impact

(2) Financial Materiality the level of impact on the Company's financial performance and business viability.

The Company applies a scoring scale of 1 to 5 to reflect the significance of each issue, where higher scores indicate issues with material impacts on long-term value creation, risks, and business opportunities, as well as greater importance to stakeholder decision-making. The assessment results are used to prioritize issues and classify them as High or Very High significance those requiring management at the strategic and governance level of the organization.

4.4 Validation of Material Issues

The results of the materiality analysis and prioritization are presented to the Corporate Governance and Sustainability Committee for review of their appropriateness, completeness, and alignment with the Company's context, objectives, and strategy prior to approval and endorsement of the relevant material issues. Particular attention is given to issues with high levels of both Impact Materiality and Financial Materiality, which are considered strategically material issues for the organization.

4.5 Review of Material Issues

The Company periodically reviews its sustainability material issues and continuously monitors performance outcomes for each issue. The findings of the materiality analysis are applied to inform corporate strategy formulation, risk management, work planning, projects, and sustainability performance indicators as well as the definition of management and Board responsibilities to ensure that the Company's operations are responsive to material issues and create sustainable long-term value.



Impact Materiality
Impact on the Social,
Environmental and
Stakeholders



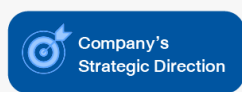
Financial Materiality:
Impact on the Business
and Organization



ESG:
Encompass Environment Social
and Governance

No.	Description	Impact (1 = Very Low, 5 = Very High)	Financial (1 = Very Low, 5 = Very High)	ESG	FTSE ESG Theme	Relevant SDGs
1.	 GHG Reduction & Energy Efficiency	5	4	E	Climate Change	 
2.	 Climate Change Adaptation	5	4	E	Climate Change	 
3.	 Resource Consumption & Waste Management	4	3	E	Pollution & Waste	
4.	 Water Resource Management	4	3	E	Water Security	 
5.	 Occupational Health, Safety & Well-being	5	5	S	Customer Responsibility	 
6.	 Human Rights & Fair Labor Practices	4	3	S	Health & Safety	 
7.	 Capability Development & Employee Retention	4	3	S	Human Rights & Community	 
8.	 Equality & Diversity in the Organization	4	2	S	Human Rights & Community	 
9.	 Community Development & Social Relations	5	3	S	Labour Standards	 
10.	 Customer Satisfaction & Data Protection	5	5	S	Labour Standards (Training & Development)	 
11.	 Business Ethics & Anti-Corruption	5	5	G	Anti-Corruption	
12.	 Governance, Risk Management & Transparency	5	5	G	Corporate Governance Risk Mgmt & Transparency	 
13.	 Innovation and Technology for Sustainability	4	5	G	(Innovation is not a direct FTSE theme.)	 

Note: 1 = Very Low, 5 = Very High



Heading toward Net Zero:
Reduce greenhouse gas emissions and utilize resources efficiently.



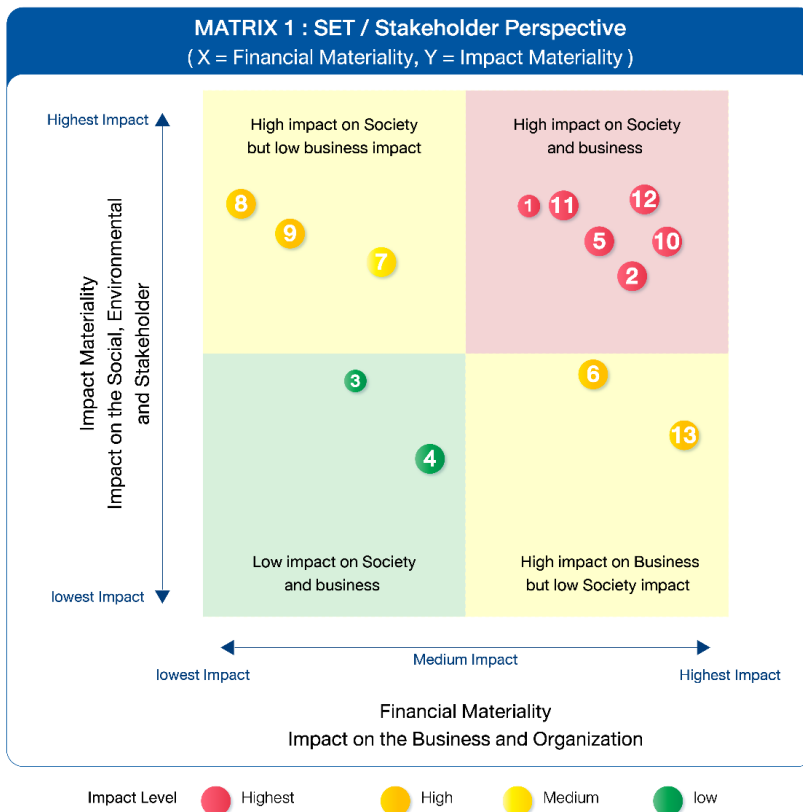
Creating Value for Stakeholders:
Comprehensively care for employees, customers, communities, and society.



Adhering to Governance and Transparency:
Robustly manage risks and strictly combat corruption.


























Driving Innovation:
To create new business opportunities and achieve sustainable growth.



5. Alignment with SDGs and GRI Standards

The materiality assessment identified 13 material sustainability issues for the Company, which are aligned with the Company's sustainability management objectives and its contribution to the United Nations Sustainable Development Goals (SDGs), spanning all three dimensions: Environmental, Social, and Governance & Economic. These material issues are further linked to disclosure requirements under the GRI Standards, to ensure that reporting is transparent, verifiable, and consistent with the expectations of both internal and external stakeholders, as follows:

Company Material Sustainability Topics		Relevant SDGs	GRI Indicators
Dimension	Material Topics		
Environmental (E)	1. Greenhouse Gas Reduction and Energy Efficiency	 	GRI 302 – Energy GRI 305 – Emissions
	2. Climate Change Adaptation	 	GRI 201-2 – Climate-related financial impacts GRI 302 – Energy GRI 305 – Emissions
	3. Resource Efficiency and Waste Management		GRI 301 – Materials GRI 306 – Waste
	4. Water Resource Management	 	GRI 303 – Water and Effluents

Company Material Sustainability Topics		Relevant SDGs	GRI Indicators
Dimension	Material Topics		
Social (S)	5. Occupational Health, Safety, and Well-being	 	GRI 403 – Occupational Health and Safety
	6. Human Rights and Fair Labor Practices	 	GRI 401 – Employment GRI 402 – Labor Relations GRI 406 – Non-discrimination GRI 407 – Freedom of Association GRI 408 – Child Labor GRI 409 – Forced Labor
	7. Talent Development and Employee Retention	 	GRI 404 – Training and Education GRI 401 – Employment
	8. Equality and Diversity in the Organization	 	GRI 405 – Diversity and Equal Opportunity
	9. Community Development and Social Engagement	 	GRI 413 – Local Communities
	10. Customer Satisfaction and Data Protection	 	GRI 416 – Customer Health and Safety GRI 418 – Customer Privacy
Governance and Economic (G)	11. Business Ethics and Anti-corruption		GRI 205 – Anti-corruption GRI 206 – Anti-competitive Behavior
	12. Governance, Risk Management, and Transparency	 	GRI 2 – General Disclosures (Governance) GRI 3 – Material Topics
	13. Innovation and Technology for Sustainability	 	GRI 203 – Indirect Economic Impacts GRI 302 – Energy GRI 305 – Emissions

The Company’s sustainability operations are grounded in the systematic management of “material sustainability topics (Materiality)”. The Company has analyzed and prioritized material ESG issues from both the perspective of impacts on the business (Financial Impact) and impacts on society and the environment (Impact to Society and Environment), to ensure that the organization’s resources are directed toward the issues that create the highest long-term value.

The Company has linked the results of its Materiality analysis to the formulation of corporate strategy, operating plans, and performance indicators (KPIs) in a concrete manner, so that sustainability management is not merely a reporting exercise, but an integral part of business decision-making and the enhancement of competitiveness.

In addition, the Company has integrated Materiality into internationally recognized sustainability frameworks, such as the United Nations Sustainable Development Goals (SDGs) and the GRI Standards to ensure that operations and disclosures are aligned, transparent, and comparable at the international level.

These actions help strengthen confidence among all stakeholder groups, including investors, clients, employees, and society, by enabling the Company to communicate its ESG performance in a complete and reliable manner, reflecting its capability to manage sustainability-related risks and opportunities effectively.

Ultimately, an operating approach anchored in Materiality not only enhances the Company's image, but also serves as a key mechanism for driving sustainable growth (Sustainable Growth) and strengthening long-term competitiveness amid a global economic context that places increasing and continuous emphasis on ESG.

Part 3:

Sustainability Performance Results

Sustainability Performance Results

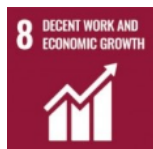
Operating Guidelines

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.



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.



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.



SDGs 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.

11.2 Participatory, integrated, and sustainable urban and community planning and management.



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.

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

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

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

^{/1} Non-executive director with work experience relevant to the Company's and Group's business.

^{/2} Independent Director with an academic background in accounting.

^{/3} 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
Director Ratio	Not less than 1/3 of total directors	More than half (50%) of total directors	~66.67% — more than half of total directors
Minimum Number	At least 3 directors	At least 3 directors	~6 directors out of 9 total
Shareholding in Company	Not more than 1% of voting shares	Not more than 1% (or stricter per Company policy)	~Not more than 1%
Term of Office	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.

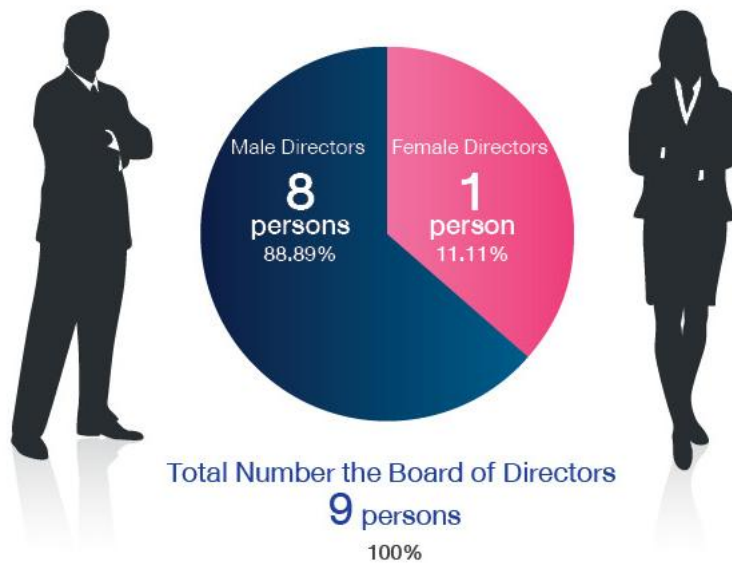
Board Composition Targets

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



Note: The female director is Mrs. Suvimol Chrityakierne, Independent Director.

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) ^{/1}	28.3%	~2.5 directors
Regional Standard (Asia Pacific) ^{/2}	18.2%	~1.6 directors
Thai Listed Companies Average (SET/mai) ^{/3}	22.8%	~2.0 directors
The Company (current)	11.1%	1 director

Sources:

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

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

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

⁴ 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 ^{/1}	3	3	-	-	-	1
2. Nomination and Remuneration Committee ^{/2}	3	3	-	-	-	-
3. Executive Committee	10	-	1	2	7	3
4. Risk Management Committee ^{/3}	5	3	1	1	-	-
5. Corporate Governance and Sustainability Committee ^{/4}	5	3	1	1	-	-
6. Chief Executive Officer Performance Review Committee ^{/5}	3	3	-	-	-	-
7. Innovation and Artificial Intelligence Committee	5	2	-	1	2	1

Note: ^{/1 - /5} 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 ¹	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. Meererk 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 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) 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	Independent Director	Non-Executive Director	Executive Director	Women Director	Education and Experiences										
						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 ¹	Director		/			•	•	•	•	•	•		•	•	•	•

Note: ¹Non-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.

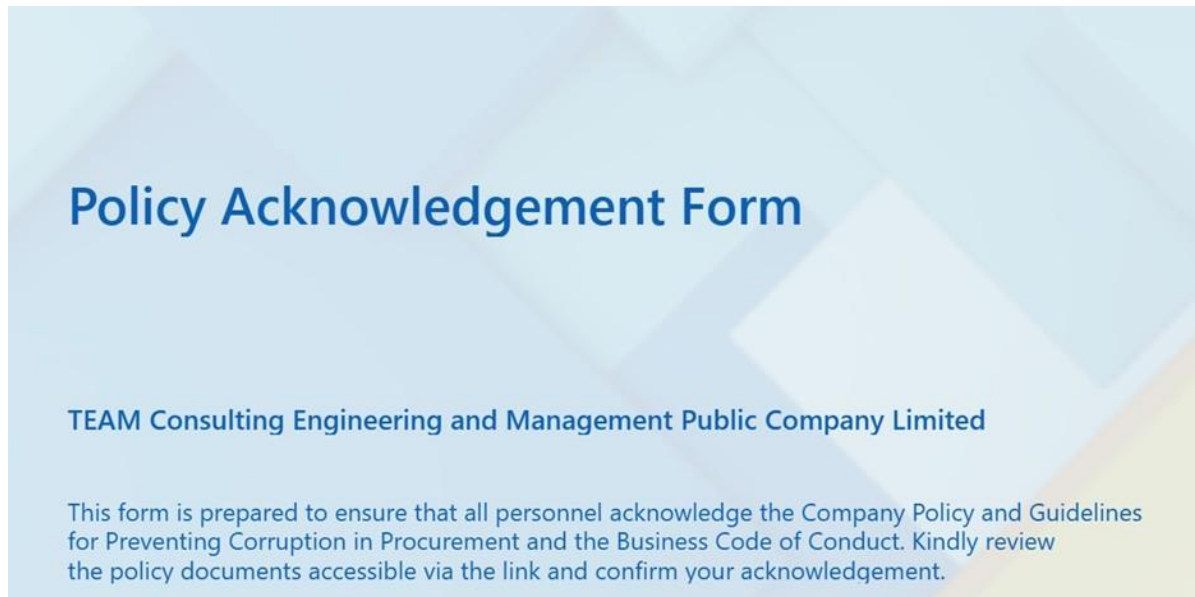
2.3 Business Code of Conduct Compliance Monitoring Results

(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

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 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)		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
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.

Business Code of Conduct Violations	0 cases
Internal Corruption and Fraud	0 cases

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) 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 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

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 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:

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

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	Moderate: 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	Low: 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	Low: 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	Zero Tolerance: 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	Low to Moderate: 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>

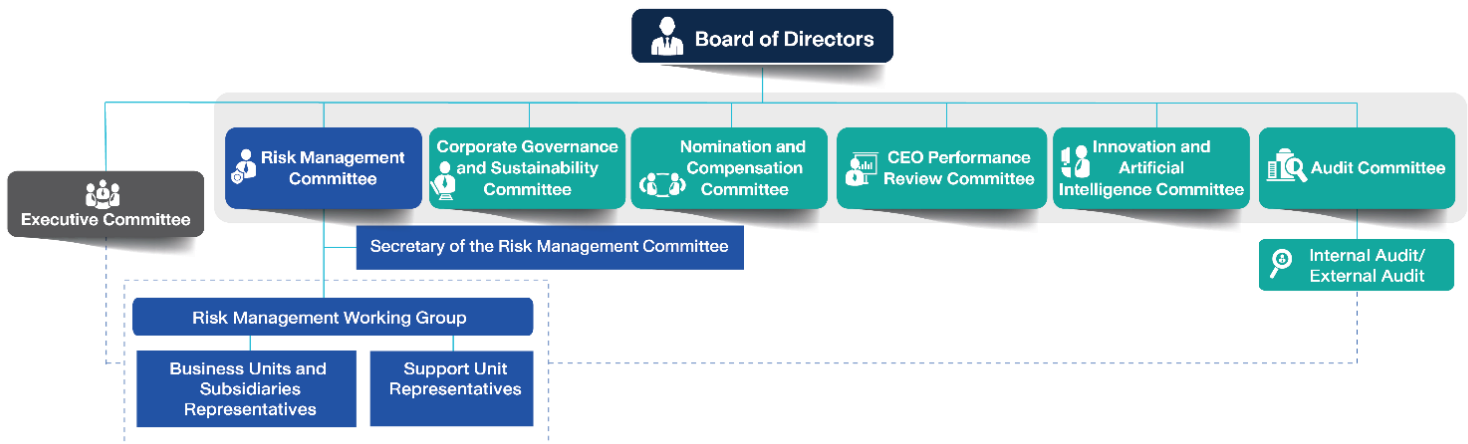
3.6 Risk Governance

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"> - Holds the highest oversight role in ensuring management maintains an appropriate and effective risk management system. - Reviews the effectiveness of risk management processes and acknowledges quarterly reports.
Audit Committee	<ul style="list-style-type: none"> - Reviews the adequacy and effectiveness of the Company's risk management system. - Provides opinions on the Enterprise Risk Management (ERM) plan to the Board of Directors.
Risk Management Committee (RMC)	<ul style="list-style-type: none"> - 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 . - Governance: Approves the Risk Appetite Statement and critical risk management initiatives . - Reporting: Reports risk management performance and updates to the Audit Committee and the Board of Directors on a quarterly basis.

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

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



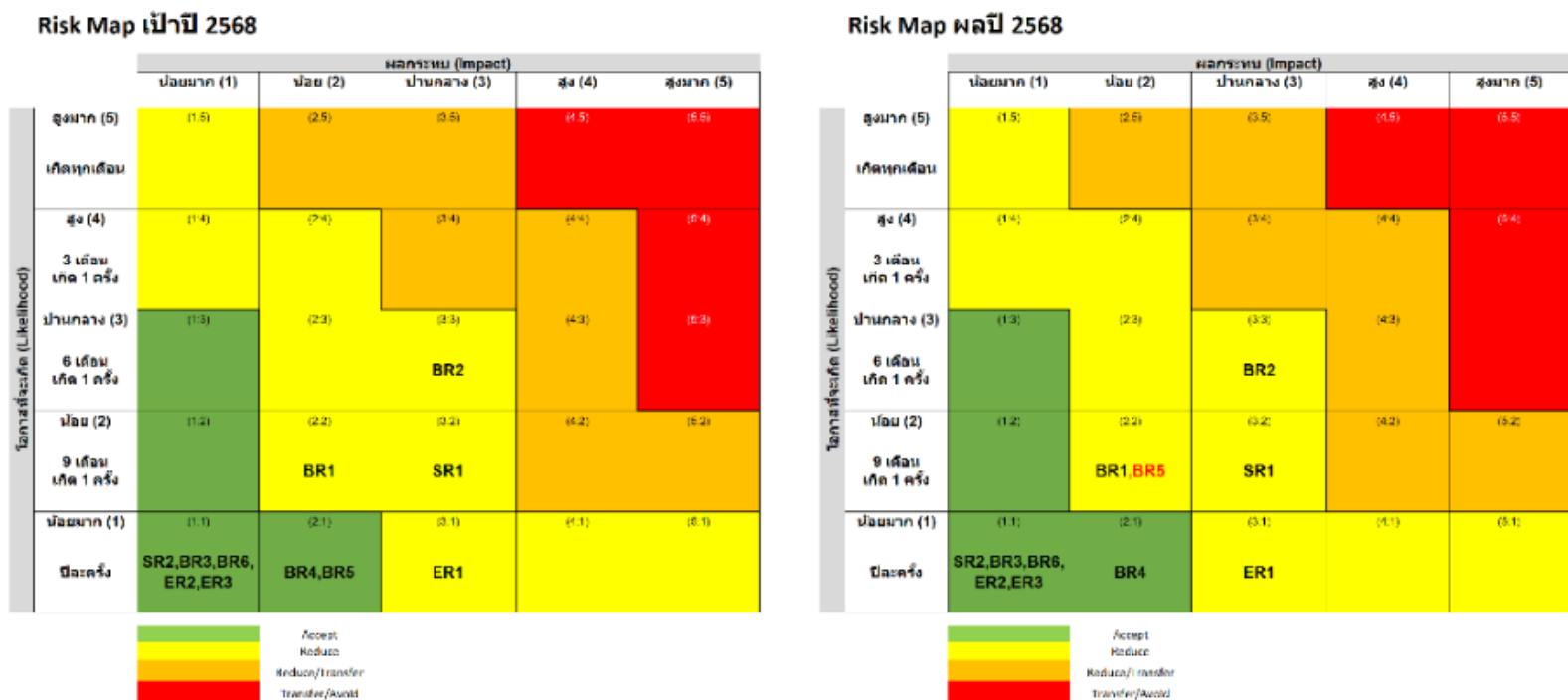
You can study the Charter of the Risk Management Working Group on the company's website. https://www.teamgroup.co.th/wp-content/uploads/2026/05/2568_Charter-of-the-RMW_eng.pdf

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>1. Emerging Risk:</p> <p>Natural Disasters and Climate Change Risk (ER1)</p>	<p>Risk Level: Moderate (Yellow)</p> <p>Risk Description: Climate change risks that impact the Company in two main dimensions: 1) Physical Risk from the increasing severity and frequency of natural disasters, which may affect the Company’s assets and project execution 2) Transition Risk, encompassing changes in policies, regulations (such as CBAM measures), low-carbon technologies, and shifts in market demand within the engineering consulting industry.</p> <p>Impact: 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"> • Climate Scenario Analysis: Analyzing financial impacts under climate scenarios (1.5°C and 2°C) in accordance with TCFD standards to formulate strategic risk management plans. • Decarbonization Technology: Focusing on expertise in future technologies (CCUS / Green Hydrogen) and implementing Internal Carbon Pricing to assess project viability and sustainability. • Resilient Design & Adaptation: Elevating engineering consulting practices for climate-resilient infrastructure design and comprehensive climate change adaptation consulting. • ESG Business Opportunity: Turning challenges into market opportunities by offering Net Zero and ESG Consulting services to meet international client demands. • Carbon Reduction Target: Setting a target to reduce greenhouse gas (GHG) emissions by 4% within 2026 through efficient resource management.

Emerging Risk Factors	Risk Description & Impact	Proactive Mitigation Measures
<p>2. Emerging Risk:</p> <p>Changes in Government Regulations and ESG Standards Risk (ER2)</p>	<p>Risk Level: Low (Green) <i>(Due to proactive preparedness measures)</i></p> <p>Risk Description: 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>Impact: 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"> • Global Standard Integration: 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. • Strategic ESG Consulting (New Business Opportunity): Developing consultant capabilities and expanding service offerings into comprehensive sustainability consulting (ESG & Net Zero Consulting) to assist clients in adapting to the Thailand Taxonomy and preparing for the EU’s CBAM, generating new streams of revenue. • Sustainable Supply Chain Engagement: 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. • Strengthening Grievance & Ethical Governance: Adhering to Zero Tolerance principles and enhancing effective grievance mechanisms that protect whistleblower rights, reinforcing

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>3. Emerging Risk:</p> <p>Rapid Technological Transformation Risk (ER3)</p>	<p>Risk Level: Low (Green)</p> <p>Risk Description: 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>Impact: 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"> • Digital Strategic Investment: Investing in advanced digital platforms in collaboration with affiliates to enhance comprehensive, rapid, and digitally responsive consulting services. • Innovation-Driven Quality: Integrating BIM and Digital Twin technologies into design and project management to minimize human errors and maximize long-term asset management efficiency for clients. • AI Implementation: Applying Artificial Intelligence (AI) to analyze Big Data to support precise decision-making, reduce working hours, and enhance project cost management capabilities. • Just Transition & Human Capital Development: 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. • Sustainable Innovation: Driving innovation through the Circular

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
Governance Dimension	
• Number of personnel trained in risk management and ESG (persons) (SR/BR/ER)	885
• Number of complaints received through Whistleblowing channel (cases) (BR6)	0
Risk Management Dimension	
• 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
Compliance Dimension	
• 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
Supply Chain Dimension	
• 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
Statutory Tax Rate	20%	20%	20%	20%	20%
Effective Income Tax Rate	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 ≥ 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

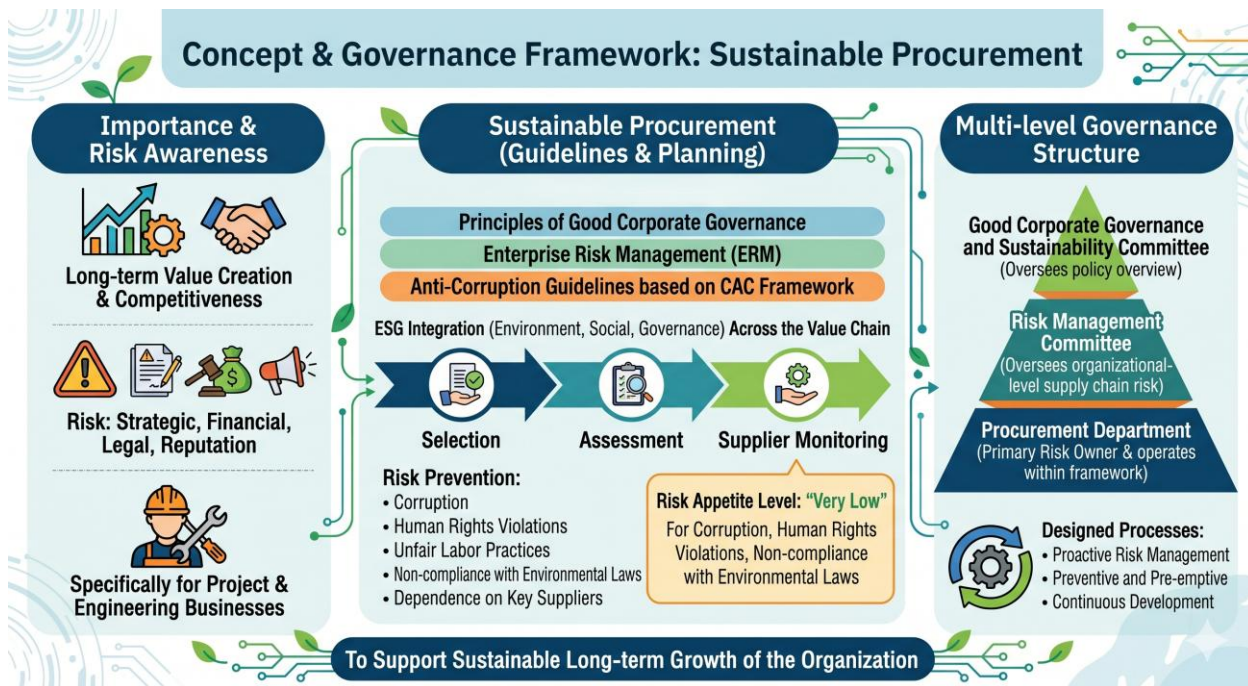
To build confidence in accordance with international standards and comply with the Personal Data Protection Act (PDPA), the Company has established stringent data protection measures:

- 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

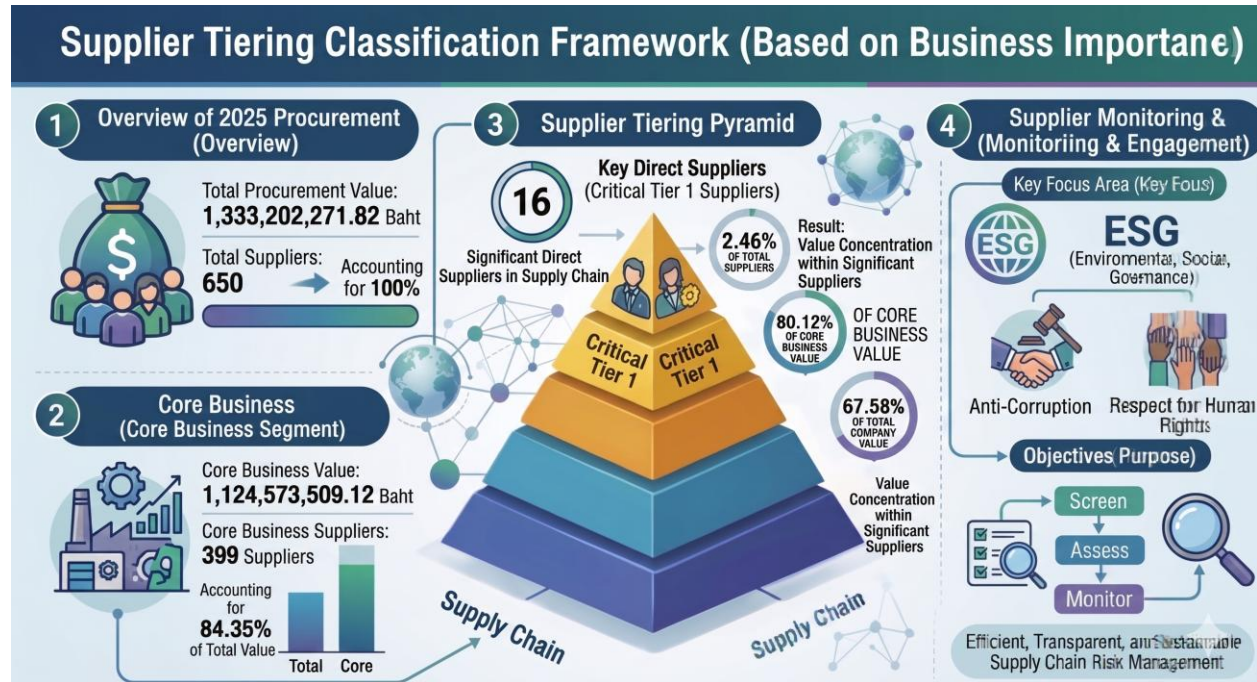
The Company conducts annual supplier review and classification under the Supplier Segmentation Framework, evaluated across two main dimensions:

- (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% ↑

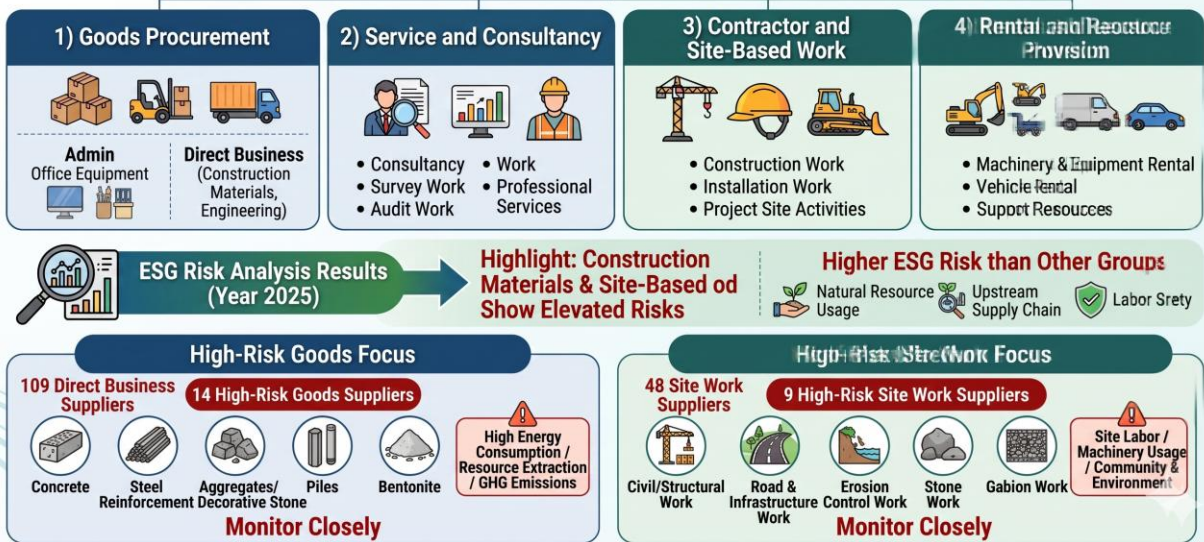
Dimension 2 — Procurement Category Classification

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.

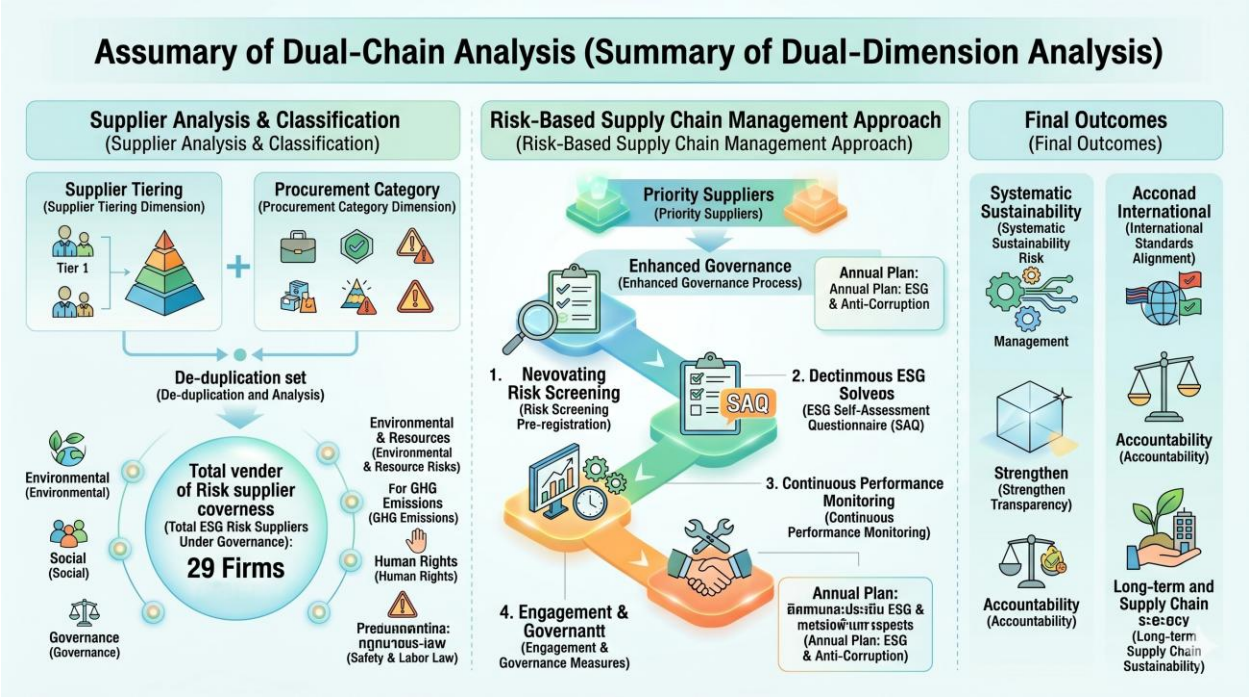
Within this group, 14 suppliers were identified as being associated with products carrying higher environmental and upstream supply chain risks, including concrete, construction steel, construction/decorative stone, piles, and bentonite. These materials are linked to energy-intensive production processes, 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.

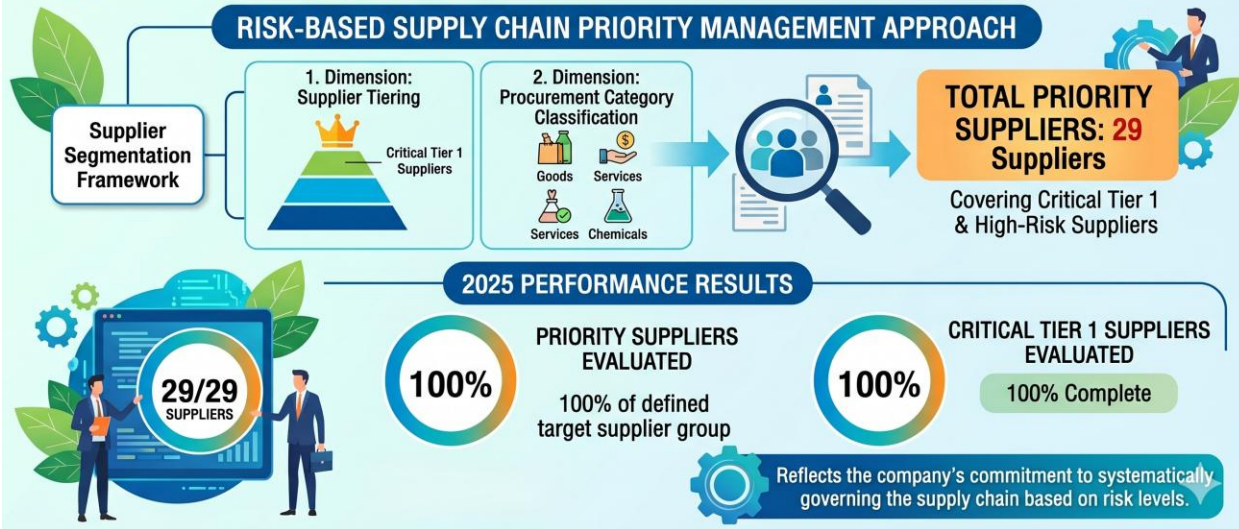
Based on the review and supplier classification process under the framework, the Company identified a total of 29 Priority Suppliers for ESG and anti-corruption assessments. This group includes Critical Tier 1 Suppliers as well as suppliers operating within procurement categories assessed as having high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

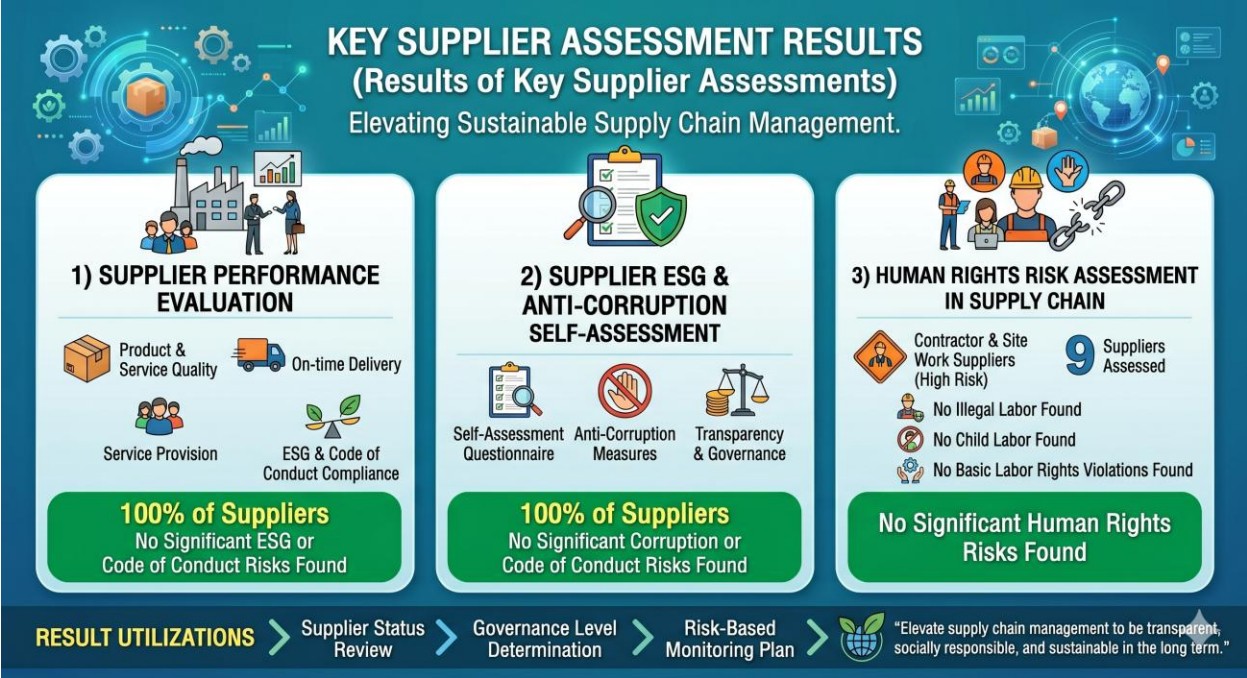


Assessment results across key areas:

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.

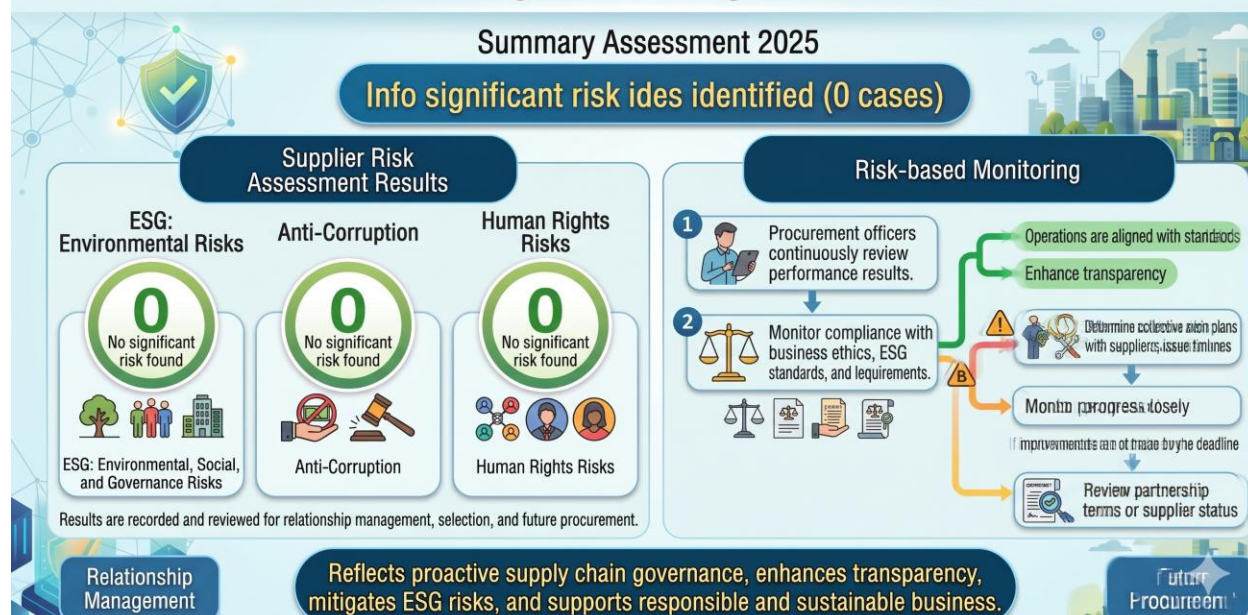


The Company applied assessment results to inform supplier status review, governance level determination, and risk-based follow-up planning, to elevate supply chain management toward greater transparency, social responsibility, and long-term sustainable business conduct.

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.

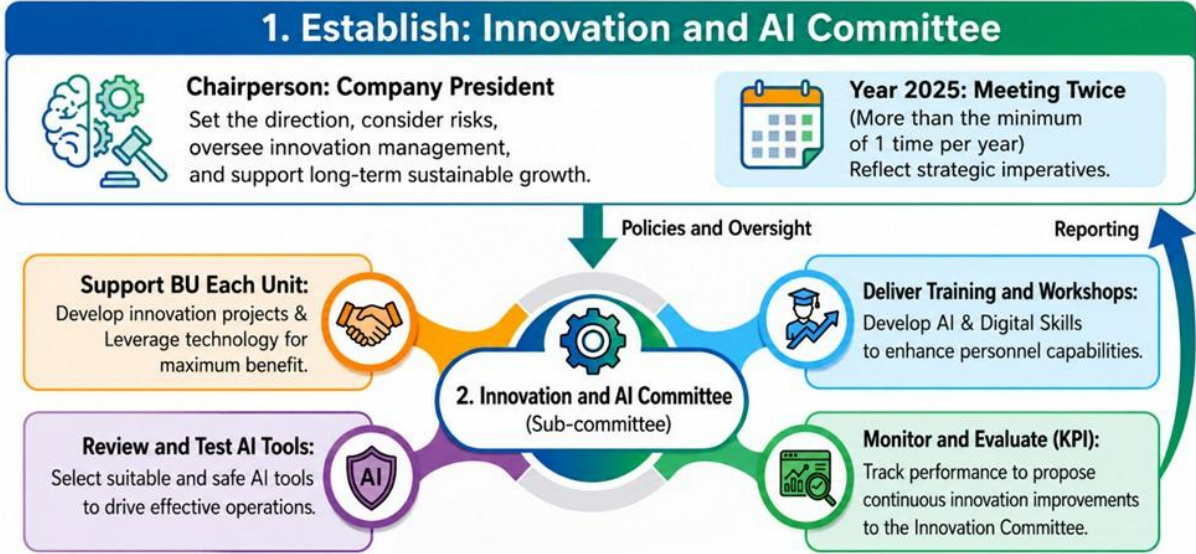
7.1 Management Approach

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.



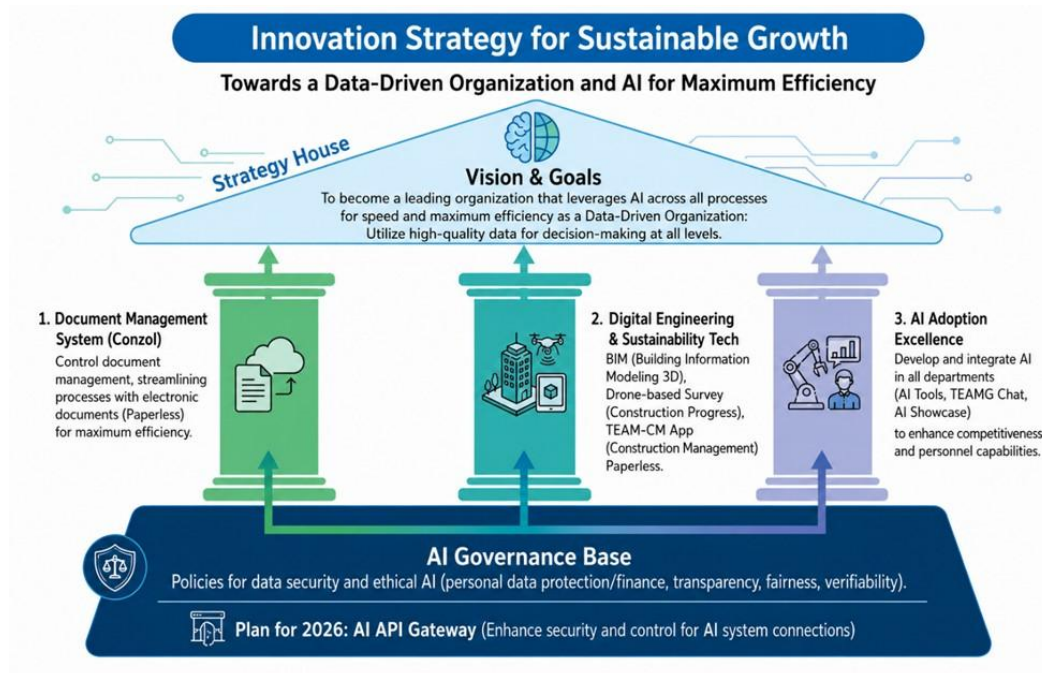
7.2 Operational Targets

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.

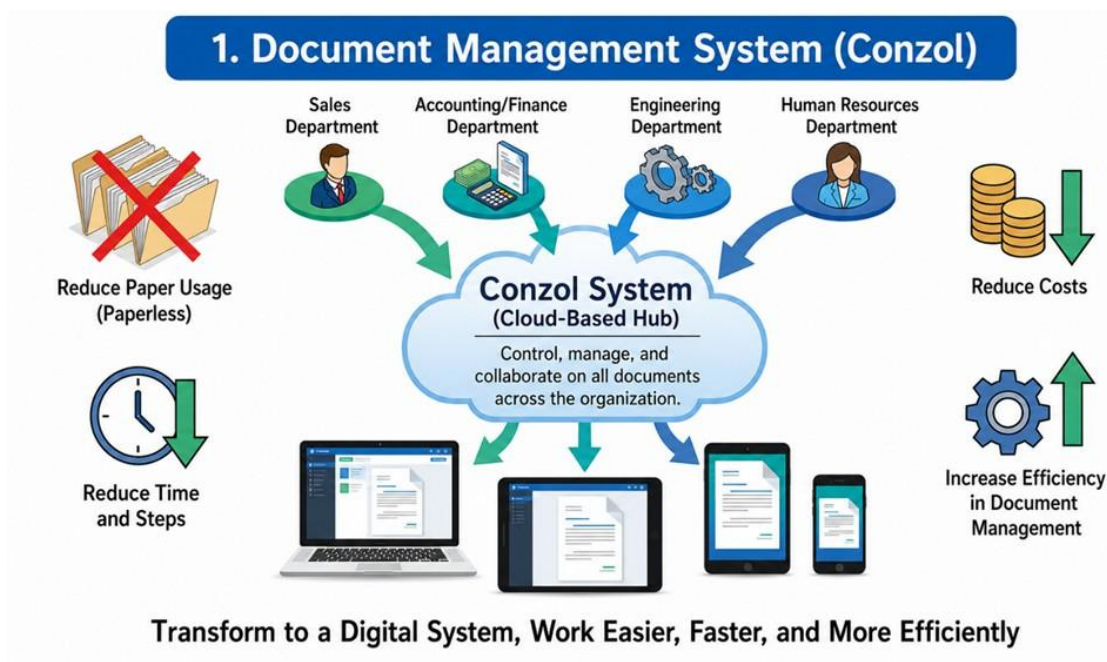


The core action plans that the organization has implemented or is continuously improving include:

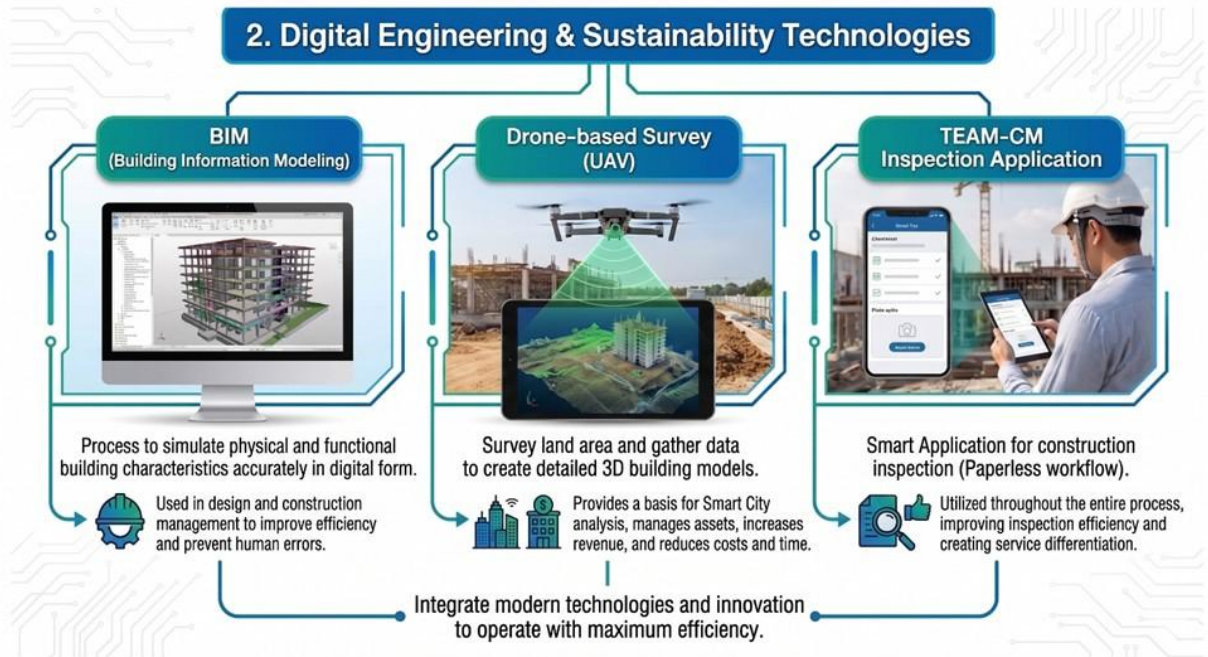
1. Electronic Document Management System : The **Conzol** system has been adopted as a platform for controlling, managing, administering, and coordinating across all business units effectively reducing process steps, time, cost, and paper use, enabling simple and efficient document management.

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.

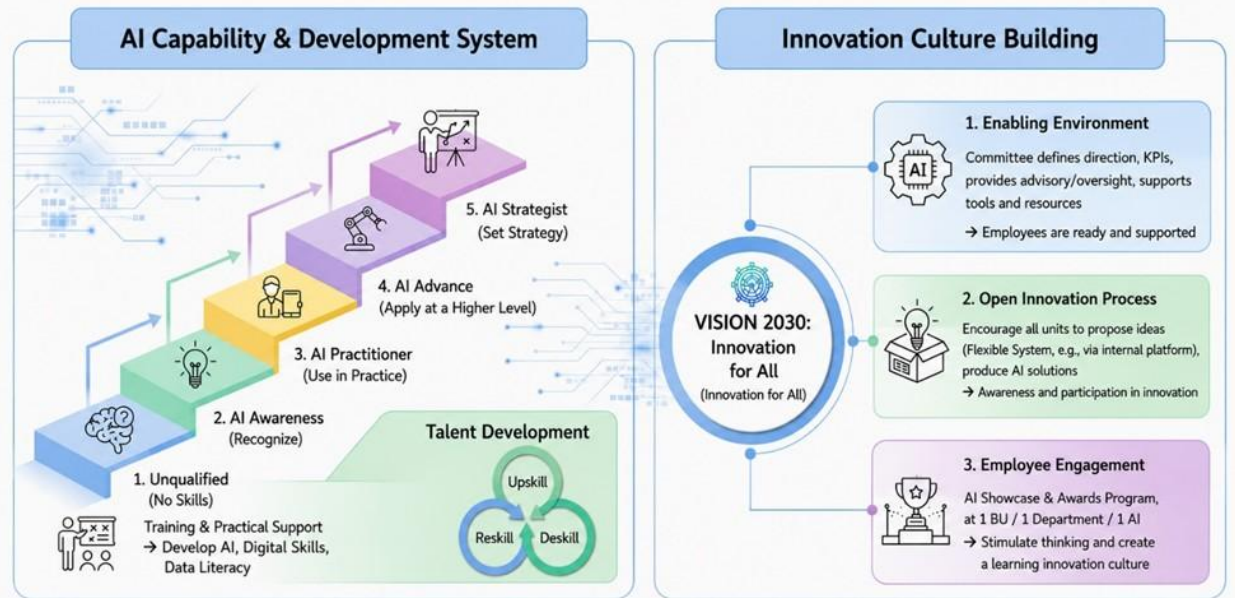


3. AI Adoption Excellence : The organization drives AI adoption across all business units to improve efficiency, reduce costs, and enhance organizational competitiveness. Examples of AI use cases include: AI for developing automated tools specific to employees' specialized work; AI for meeting summarization; 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

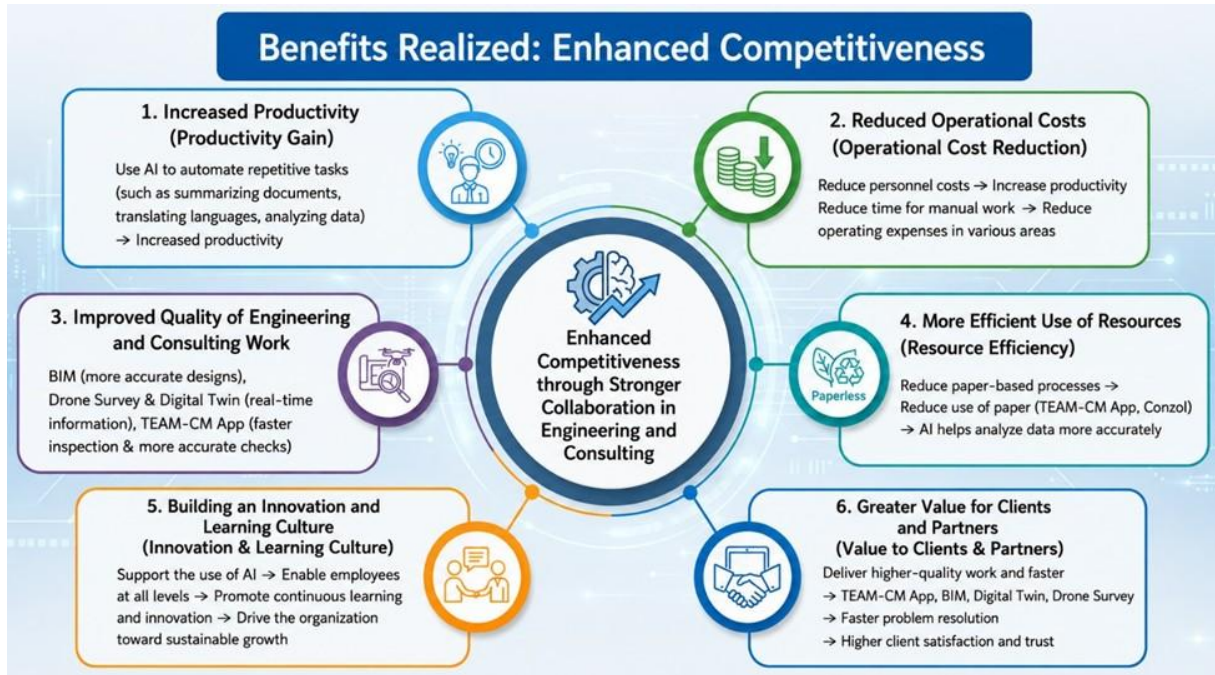


7.4 Organizational Benefits

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 ≥ 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 ≤ 4 hours, and establishes a Recovery Point Objective (RPO) target of ≤ 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.

Operating Guidelines

Environmental Dimension

1. Environmental Policy and Management

TEAM Consulting Engineering and Management Public Company Limited and its subsidiaries ("the Company") are committed to environmental care and awareness, and to promoting environmental consciousness and responsibility among the Company's personnel, to ensure that operations meet appropriate standards. The Board of Directors has accordingly established an Environmental Policy as a guideline for Company personnel, as follows:

- 1) The Company is strictly committed to complying with all relevant environmental laws, regulations, and requirements in its business operations, and to conducting business with environmental responsibility by applying academic principles to minimize environmental impact.
- 2) The Company will establish clear environmental management processes and practices for use within the organization and in Company projects, with review and improvement of such processes and practices conducted at least annually and whenever significant changes or events occur.
- 3) In environmental management, the Company will consider key environmental issues such as biodiversity, waste management, greenhouse gas emissions, air quality, water use management, resource management, and impacts on communities and/or local ecosystems.
- 4) Environmental performance and impacts of operations will be monitored and efficiency improvements continuously pursued, with clearly defined objectives, targets, and action plans, and environmental impact assessments conducted as appropriate.
- 5) The Company discloses its environmental performance to the public through the Sustainability Report or other appropriate disclosure channels, with emphasis on the accuracy and reliability of environmental data. Material greenhouse gas emissions and energy use data must be verified by an independent external body in accordance with internationally recognized standards, with verification results reported to senior management and the Board of Directors. Senior management approves and the Board of Directors endorses the Environmental Policy for organization-wide implementation.
- 6) The Company will communicate to all executives and employees across the organization to build knowledge, understanding, and awareness of participation in environmental management.
- 7) The Company will cooperate with contractual parties including contractors, suppliers, business partners, and other stakeholders throughout the Company's

value chain and communicate its commitments and expectations to these stakeholders to promote environmental awareness and a deeper understanding of the Company's Environmental Management Policy, as well as to drive improvements in environmental performance and management within the organization and among the Company's stakeholders.

The Company is committed to building environmental responsibility awareness among personnel at all levels, to jointly define approaches for environmental stewardship.

2. Energy Use and Energy Efficiency Improvement

Energy management is important for the Company as an engineering consultant, as it helps reduce operational costs, supports sustainable projects, and helps Clients develop environmentally friendly projects — such as Green Buildings, renewable energy (Solar Rooftop), and energy-efficient technologies like the Smart Chiller system. Without proper control, however, inefficient energy use may affect costs, and non-compliance with energy laws may impact Client confidence and the Company's reputation. Conversely, effective energy management creates opportunities to reduce costs, enhance competitiveness, and expand business through Smart Energy services while enabling the Company to comply with energy and environmental standards and support sustainable development in the engineering industry.

2.1 Management Approach

For energy management operations, the Company has appointed an Energy Management Working Group to ensure continuity and effectiveness. The Energy Management Working Group is responsible for managing energy in accordance with the Energy Conservation Policy and energy management methods, coordinating with relevant departments to promote compliance, organizing training and activities to build energy conservation awareness among personnel at all levels, controlling energy management in accordance with defined policy, reporting energy conservation results to the CEO, and recommending reviews of energy policy and management methods. The Working Group also supports management in complying with energy laws.

The Company has established energy management guidelines both within the organization and in Company operations, to respond to defined policies and targets, and to promote the most efficient use and reduction of energy consumption.

2.2 Fuel Energy Use

The Company recognizes the environmental impact of fuel-powered vehicles one of the causes of greenhouse gas emissions and global warming. The Company therefore manages travel and vehicle use efficiently to minimize fuel consumption. In addition, the Company plans to promote and support the use of Electric Vehicles (EV) to replace internal

combustion engine vehicles, with the aim of reducing carbon emissions and environmental impact in alignment with its sustainable business conduct.



2.3 Operational Targets

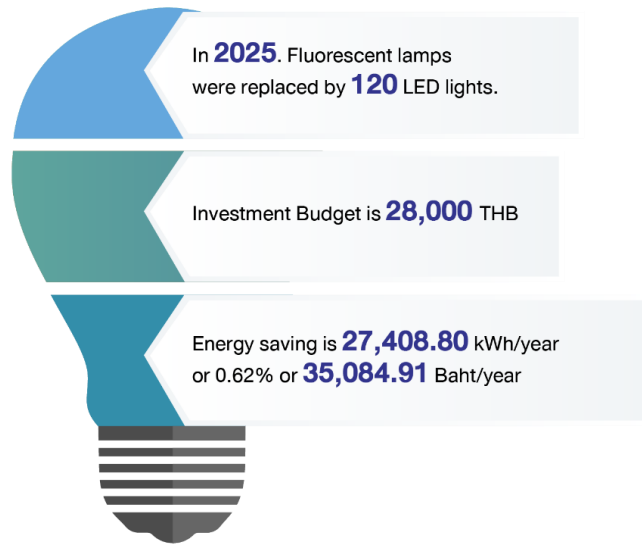
The Company has defined the following electricity consumption reduction targets:

Target 2025	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> Reduce electricity usage by 1.5%, when compared to the electricity consumption in 2023. Reduce electricity usage rate per 1 Million Baht of total income by 1.5%, when compared to the base year 2023. 	<ul style="list-style-type: none"> Reduce electricity usage by 1.5%, when compared to the electricity consumption in 2023. Reduce electricity usage rate per 1 Million Baht of total income by 1.5%, when compared to the base year 2023. 	<ul style="list-style-type: none"> Reduce electricity usage rate per 1 Million Baht of total income by 5%, when compared to the base year 2023.

2.4 Action Plan and Operational Process

- Reducing energy consumption in operations:** Campaigns encouraging employees to switch off lights during lunch breaks, and transitioning to energy-efficient equipment throughout the building such as LED lighting as well as studying approaches for reducing fuel use, including the procurement of Electric Vehicles (EV) to replace combustion engine vehicles.

Project Benefits



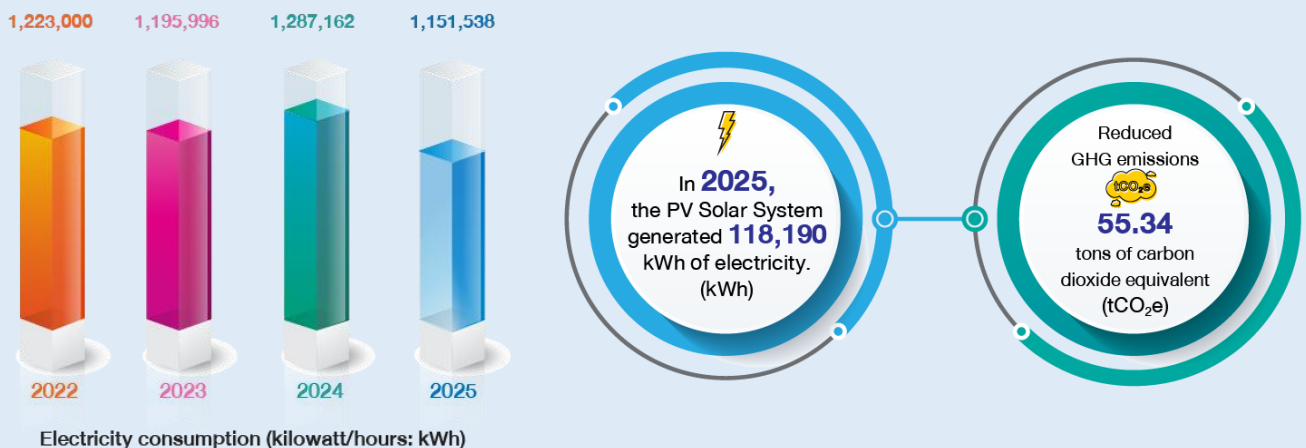
- **Energy efficiency improvement:** The Company studies and develops modern technologies to improve energy efficiency, with a focus on the building's Cooling System, the largest component of building electricity costs. Since 2021, the Company has installed a Smart Chiller system at the TEAM Building to improve energy efficiency, resulting in a reduction in the Company's electricity costs.



Image of the Smart Chiller system installed at the TEAM Building

- Office energy conservation:** The Company's Energy Management Working Group conducts campaigns and disseminates knowledge through the Company's internal communication channels including Intranet, internal Facebook, lift notice boards, and lunchtime announcements sharing energy-saving tips with employees, such as campaigns to switch off electrical equipment when not in use and to set air conditioning at an appropriate temperature of 25–26 degrees Celsius.
- Renewable energy production and use:** The Company has invested in the installation of a rooftop solar photovoltaic system (PV Solar System) at the TEAM Building with a capacity of 90.09 kWp at a cost of 2.5 Million Baht, to convert solar energy a clean energy source into electricity for in-building use. The electricity generated reduces the need to purchase electricity from the Metropolitan Electricity Authority (MEA), produces no environmental pollution, and contributes to reducing global warming.
- Fuel energy management:** The Company requires executives and employees to use fuel consciously, with efficient planning for off-site travel and an emphasis on environmentally friendly fuel use. The Company is considering transitioning executives to Electric Vehicles (EV) to reduce fuel consumption and environmental impact reducing greenhouse gas and air pollutant emissions, noise pollution, and fossil fuel dependence while reflecting the Company's commitment to sustainable business conduct aligned with ESG principles. In 2025, the Company began collecting fuel cost statistics to calculate greenhouse gas emissions for the first time; coverage is therefore not yet comprehensive across all work processes. The Company targets expanding the scope of fuel data collection in subsequent years.
- Energy consumption summary:** In 2025, the Company consumed a total of 1,269,728 kWh of electricity, inclusive of renewable energy from the Solar Rooftop system.

In 2025, electricity generated from the PV Solar System which is calculated as a reduction in Scope 2 (indirect energy-related) greenhouse gas emissions was as follows:



2.5 Electricity Consumption 2022–2025

Performance Results — Electricity Consumption Comparison 2023–2025

Electricity Reduction Target Type	2025 Reduction Target	2023 (Base Year)	2024	2025	2025 vs 2023 Performance
Electricity consumption (kWh)	1.5%	1,195,996	1,287,162	1,151,538	Decreased 3.72%
Electricity intensity (kWh per 1 Million Baht revenue)*	1.5%	709.7	679.5	455.7	Decreased 35.79%

*Total revenue 2023: 1,685.32 Million Baht

Total revenue 2024: 1,894.33 Million Baht

Total revenue 2025: 2,527.03 Million Baht

In 2025, the Company's electricity consumption decreased 10.54% from 2024 and 3.72% from 2023 achieved under a Company policy encouraging employees to reduce energy use while the volume of work increased, as reflected by a 33.40% revenue growth from 2024. Electricity intensity per revenue (kWh/Million Baht) decreased from 709.7 in 2023 to 455.7 in 2025, demonstrating that despite growing business operations, the Company has been able to improve energy efficiency relative to revenue growth.

3. Greenhouse Gas Emission Reduction and Net Zero Targets

(1) Net Zero Targets

The Company has defined its Net Zero targets and roadmap, with a focus on significantly reducing greenhouse gas emissions over the long term by 2050, as follows:

Long-Term Target (2050): The organization targets a 90% reduction in greenhouse gas emissions by 2050, covering all 3 Scopes.

Intensity Target: Based on greenhouse gas emissions per unit of revenue, the organization targets a 99.5% reduction in emissions intensity by 2050.

All target calculations reference the **Base Year of 2024 (B.E. 2567)**.

Scope of GHG Emission	Base year	Short-term target year	Long-term target year	Standard
<ul style="list-style-type: none"> - Scope of GHG Emission: Encompasses Scope 1, 2 and 3 Emission - GHG Emission Unit of measurement : Tonnes of CO₂ equivalent (tCO₂e) Intensity unit : tCO₂e per Million Baht of revenue 	<ul style="list-style-type: none"> - Base year 2024 - Base-year greenhouse gas emissions amounted to 2,884 tonnes of carbon dioxide equivalent (tCO₂e). 	<ul style="list-style-type: none"> - Target year 2030 - Specify the proportion or amount of greenhouse gas (GHG) emissions reduction compared to the base year (near-term): A 12.0% reduction across all scopes (Scope 1, 2, and 3) 	<ul style="list-style-type: none"> - Target year 2050 - Reduce by 90.0% across all 3 Scopes compared with the base year 	None

Scope of GHG Emission	Base Year	Short-term target year	Long-term target year
<ul style="list-style-type: none"> - Scope of GHG Emission: Encompasses Scope 1, 2 and 3 Emission - GHG Emission Unit of measurement : Tonnes of CO₂ equivalent (tCO₂e) - Intensity unit : tCO₂e per Million Baht of revenue 	<ul style="list-style-type: none"> - Base year 2024 - Base year intensity : 1.52 tCO₂e/Million Baht (Scope 1+2+3) 	<ul style="list-style-type: none"> - Target year 2030 - Specify the proportion or amount of greenhouse gas (GHG) emissions reduction compared to the base year (near-term): A 12.0% reduction across all scopes (Scope 1, 2, and 3) 	<ul style="list-style-type: none"> - Target year 2050 - Specify the proportion or amount of greenhouse gas (GHG) emissions reduction compared to the base year (long-term): Target a 99.5% reduction in emissions intensity by 2050

(2) Roadmap Strategy

To achieve these targets, the organization has mapped out key approaches and identified primary greenhouse gas emission hotspots requiring management, as follows:

Hotspot Management:

- **Scope 1:** Focus on reducing fuel consumption from Mobile Combustion including employee travel by Company vehicles and personal vehicles used for work purposes.
- **Scope 2:** Focus on managing electricity use within the organization.
- **Scope 3:** Focus on managing Purchased Goods and Services.

Near-Term Target (2030): As a stepping stone toward the 2050 target, the organization has set a near-term target to reduce greenhouse gas emissions across all Scopes (1, 2, and 3) by 12.0% by 2030.

Offsetting: The roadmap incorporates provisions for carbon offsetting of residual emissions to achieve the net-zero target, consistent with guidelines permitting the use of carbon credits for offsetting purposes.

This roadmap has been established with reference to Thailand's Nationally Determined Contribution (NDC) greenhouse gas reduction targets.

(3) Prior Year Performance Results

Comparing the base year data (2024) with the current year (2025) and the organization's Net Zero targets, direct greenhouse gas emissions (Scope 1 and 2) decreased significantly, while indirect supply chain emissions (Scope 3) increased in line with revenue growth. Details are as follows:

Item (Unit: tonCO ₂ e)	2023	Base Year 2024 ¹	Current Year 2025 ²	Change
Scope 1 (Direct)	314	555	508	-8.47% (Decrease)
Scope 2 (Indirect — Energy)	598	645	549	-14.88% (Decrease)
Scope 3 (Indirect — Other)	460	1,684	3,610	+114.37% (Increase)
Total Emissions	1,372	2,884	4,667	+61.82% (Increase)

Item (Unit: tonCO ₂ e)	2023	Base Year 2024 ¹	Current Year 2025 ²	Change
Total Revenue (Million Baht)	1,685.32	1,894.33	2,527.03	+32.14% (Increase)
Carbon Intensity (Scope 1+2)	0.55	0.64	0.42	-34.38% (Decrease)
Carbon Intensity (Scope 1+2+3)	0.82	1.52	1.85	+21.71% (Increase)

¹ The Company's 2024 greenhouse gas emissions data was verified by BSI Group (Thailand) Co., Ltd. A data correction was made for accuracy on 4 November 2025.

² The Company's 2025 greenhouse gas emissions data was verified by TÜV Nord (Thailand) Co., Ltd.

Calculating the top 5 greenhouse gas emission hotspots, these account for approximately 97% of total 2025 emissions indicating that managing just these 5 source groups is the key to reducing nearly all of the organization's emissions. Ranks 1–3 are all within Scope 3 (supply chain), reflecting that the majority of the organization's emissions stem from purchases of external goods and services:

1. Project consultant and subcontractor engagement (Scope 3) ~31% of total: Arises from engaging external specialists or small contractors in various projects the largest proportion, increasing in line with business growth.
2. Equipment and tools procurement (Scope 3) ~25% of total: A significant increase from the base year, reflecting large-scale equipment and tool investments to support operations.
3. Machinery, drones, and related equipment (Scope 3) ~19% of total: A newly material item this year, reflecting the deployment of technology and large-scale machinery in operations.
4. Organizational electricity consumption (Scope 2) ~11% of total: Electricity use in office buildings (TEAM and TGC). Although ranked 4th, the total has decreased from the base year, indicating that energy conservation measures are beginning to take effect.
5. Vehicle fuel consumption (Scope 1) ~10% of total: Arises from Mobile Combustion, primarily from personal vehicles or rental vehicles used for work purposes, and Company vehicles.

(4) Current Status vs. Net Zero Target Analysis

The organization has set a Net Zero target in 2050, with a goal of reducing greenhouse gas emissions by 90% from the base year.

Scope 1 and 2 Progress (Outperforming Short-Term Target):

- Scope 1: Decreased from 555 to 508 tCO₂e
- Scope 2: Decreased from 645 to 549 tCO₂e
- Carbon Intensity (S1+S2): Significantly decreased from 0.64 to 0.42 tCO₂e/Million Baht, demonstrating that the organization is generating more revenue using significantly lower-carbon resources and energy.

Scope 3 Challenge (Increasing with Growth): Scope 3 increased from 1,684 to 3,926 tonCO₂e contrary to the reduction target. The proportion of greenhouse gas emissions expanded from 58% in the base year (2024) to 79% of total emissions in the current year (2025), with a 133% increase in the greenhouse gas emission rate significantly exceeding the 32% revenue growth rate from the prior year. The primary causes are large-scale procurement of new machinery and equipment, and the inclusion of newly counted emission sources Fuel and Energy Related Activities.

(5) Roadmap Alignment Summary

Efficiency: The organization is on track in energy management and internal operations (Scope 1 and 2), consistent with the short-term 12% reduction plan.

Supply Chain: Scope 3 requires additional management, as the proportion of greenhouse gas emissions expanded by 133% significantly exceeding the revenue growth rate. The primary cause is large-scale procurement of new machinery and equipment, which has increased the overall Carbon Intensity. Green Procurement policy control is therefore the key to achieving the Net Zero target in 2050 as planned.

4. Water, Waste, and Solid Waste Management

As an engineering and water management consultant, the Company places importance on efficient water use which not only reduces operational costs but also supports sustainable project development, such as water management projects, wastewater system design, and the application of water-saving technologies to improve water resource efficiency and reduce environmental impact. These activities also support business expansion and compliance with energy and environmental requirements. The Company recognizes that neglecting proper water management may expose the Company to long-term reputational and stakeholder confidence risks.

4.1 Management Approach

The Company's Corporate Governance and Sustainability Working Group comprising multiple organizational functions focuses on supporting every business unit in managing water resources efficiently. This includes defining guidelines for reducing water consumption, minimizing water loss, and promoting water recycling within the organization; installing water-saving devices; establishing wastewater treatment management guidelines for all activities within the TEAM Building; directing relevant units to inspect for water leakage and reduce water losses; and campaigning for employees to use water resources consciously and with a conservation mindset.

- Develop comprehensive water management policies and guidelines covering both internal water use and wastewater discharge.
- Define operational targets and monitor action plans.
- Assess water-related risks and establish preventive measures.
- Benchmark and evaluate performance against internal and external organizational standards.
- Study and evaluate new technologies to improve water management efficiency.



4.2 Operational Targets

The Company has defined the following water consumption reduction targets:

Target in 2025	Short-term target in 2026	Long-term target in 2030
<ul style="list-style-type: none"> Reduce water usage by 1.5% compared to water usage in 2023. Reduce water usage rate per 1.5 Million Baht of total income by 1% compared to the base year 2023. 	<ul style="list-style-type: none"> Reduce water usage 1.5% compared to 2023 water usage. Reduce water usage rate per 1 Million Baht of total income by 1.5% compared to the base year 2023. 	<ul style="list-style-type: none"> Reduce water usage per total income by 5% compared to the base year 2023. Reduce water usage rate per 1 Million Baht of total income by 5% compared to the base year 2023.

4.3 Action Plan and Operational Process

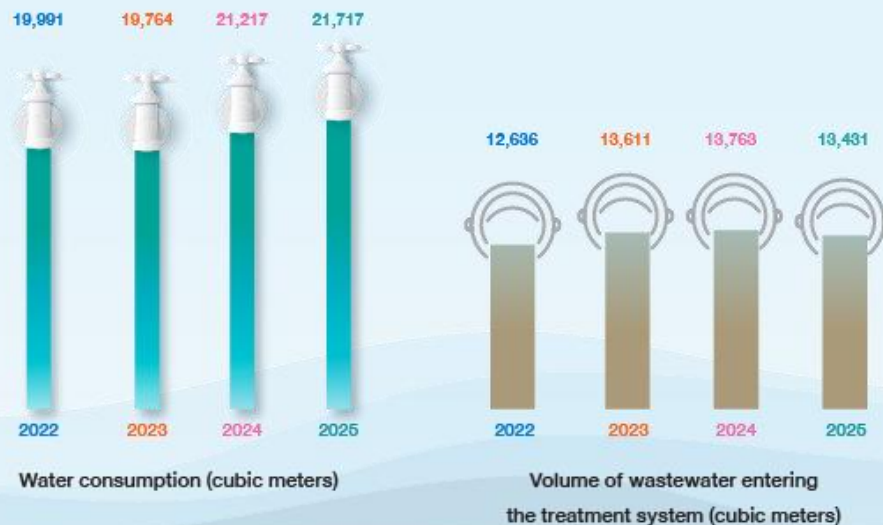
- Reducing office water consumption:** The Company campaigns for employees to turn off taps after each use such as while washing hands or brushing teeth and to avoid leaving taps running while washing dishes. At construction project sites, the Company applies water recycling systems to reduce freshwater consumption including collection and treatment of water used in equipment washing and concrete mixing for reuse and selects water-saving devices such as low-pressure spray heads and sensor-operated faucets to reduce unnecessary water flow.
- Reducing water losses:** The Company prioritizes efficient water use by improving water systems in offices and across projects including installing automatic shut-off faucets and inspecting and repairing water supply system leaks.
- Water reuse and recycling:** The Company promotes internal water recycling such as using recirculated water from kitchen sinks for plant irrigation and campaigns for employees to reuse water from washing vegetables and fruit for watering plants. In addition, the Company has undertaken an innovation investment project: a Water Recycling Project in the Suan Luang–Sam Yan area of Chulalongkorn University in 2019, in which the Company is the investor. The project has a production capacity of not less than 240 m³/day, collecting wastewater from CU-Terrace and CU I-HOUSE buildings, treating it, and supplying the treated water back to Chulalongkorn University for irrigation of Chulalongkorn University Centenary Park and surrounding areas. The project operates over an 11-year period from 2020 to 2031.

- Wastewater management:** The Company has defined wastewater treatment management guidelines for all activities within the TEAM Building, using a Fixed Film Aeration biological wastewater treatment system with a capacity of 100 m³/day, to treat wastewater to meet effluent quality standards under the Ministry of Natural Resources and Environment's building effluent discharge regulations before releasing into the public drainage system.

Operating Strategy:

1. Reduce water risk through integrated water management.
2. Improve water use efficiency in production processes and products.
3. Treat wastewater to required quality standards; monitor quantity and quality; report incidents; investigate causes; and correct and reduce discharge.
4. Reuse treated wastewater.
5. Develop the capability of personnel working in water-related functions.
6. Restore water-related ecosystems and support water supply for communities and agriculture.
 - The Company has collaborated with the Royal Irrigation Department, the Department of Water Resources, and the Office of the National Water Resources in over 100 projects.
 - Water consumption summary: In 2025, the Company's total water consumption by type was as follows:
 - Tap water:** 21,717 m³
 - Wastewater discharged to treatment system:** 13,431 m³

Water Utility Consumption Compared (2023 – 2025)



4.4 Performance Results — Water Consumption Comparison 2023–2025

Water Reduction Target Type	2025 Reduction Target	2023 (Base Year)	2024	2025	2025 vs 2023 Performance
Water consumption (m ³)	1.5%	19,764	21,217	21,717	Increased 9.88%
Water intensity (m ³ per 1 Million Baht revenue)*	1.5%	11.7	11.2	8.6	Decreased 26.72%

Total revenue 2023: 1,685.32 Million Baht
 2024: 1,894.33 Million Baht
 2025: 2,527.03 Million Baht

In 2025, the Company's water consumption increased 2.36% from 2024, due to operational growth and increased workload as reflected by revenue growth of 33.40% from 1,894.33 Million Baht in 2024 to 2,527.03 Million Baht in 2025. Although total water consumption increased, water intensity per revenue (m³/Million Baht) decreased from 11.2 in 2024 to 8.6 in 2025, demonstrating that the Company has improved water use efficiency relative to revenue growth.

4.5 Waste and Solid Waste Management

The Company places importance on effective waste and solid waste management to reduce operational costs and support sustainability such as reducing paper used in report preparation, recycling documents, and reducing waste from internal organizational processes. Effective waste management helps the Company use resources efficiently, reduce environmental impact, and strengthen credibility as an environmentally responsible organization.

4.5.1 Management Approach

The Company's Corporate Governance and Sustainability Working Group is responsible for defining efficient waste and solid waste management guidelines, emphasizing waste reduction, minimizing landfill disposal, and promoting recycling including establishing source-separation measures and identifying opportunities to reuse recyclable materials. The Administration and General Services Unit is responsible for implementing these guidelines such as procuring categorized waste bins, managing recycling processes, and monitoring waste generation in offices and collaborates with the Corporate Communications Department in campaigning for all employees to participate in waste reduction and efficient resource use, to ensure that the Company's waste management meets environmental and sustainability standards.

4.5.2 Operational Targets

Target in 2025	Short-term target in 2026	Long-term target in 2030
<ul style="list-style-type: none"> Reduce waste volume by 3.5% compared to waste volume in 2023. Reduce the waste rate per 1 Million Baht of total income by 3.5% compared to the base year of 2023. 	<ul style="list-style-type: none"> Reduce waste volume by 3.5% compared to waste volume in 2023. Reduce the waste rate per 1 Million Baht of total income by 3.5% compared to the base year 2023. 	<ul style="list-style-type: none"> Reduce the waste rate per 1 Million Baht of total income by 10% compared to the base year 2023.

4.5.3 Action Plan and Operational Process

- Waste and solid waste reduction:**
In offices: The Company has a policy to shift to digital document storage and email delivery, working toward Paperless operations including Board meeting agenda documents, employee evaluation forms, online leave applications, and electronic payslips. Document management systems have been deployed for all construction management and supervision projects to reduce internal paper circulation in accounting, finance, and procurement. *At project sites:* The Company applies the 3R concept (Reduce, Reuse, Recycle) reducing unnecessary material use, separating reusable materials such as scaffolding timber and scrap metal for reuse in other work, and sending recyclable waste materials to recycling plants to minimize waste requiring disposal.
- Landfill diversion recycling and reuse:** The Company prioritizes waste reduction and recycling in accordance with the 3R approach particularly waste paper from report preparation, with campaigns encouraging the reuse of single-sided printed paper for printing and photocopying, and collection of fully used paper for sale as recyclable material.
- Organic waste composting project:** The Company has installed a food waste composting machine using Biotechnology biodegradation processes, which converts food scraps into organic fertilizer reducing food waste by 80–90% within 24 hours. The objective is to eliminate food waste as much as possible, reducing weekly waste volume and greenhouse gas emissions. Building cleaning staff use the resulting organic fertilizer to nourish trees within the building premises, enabling tangible circular resource use.

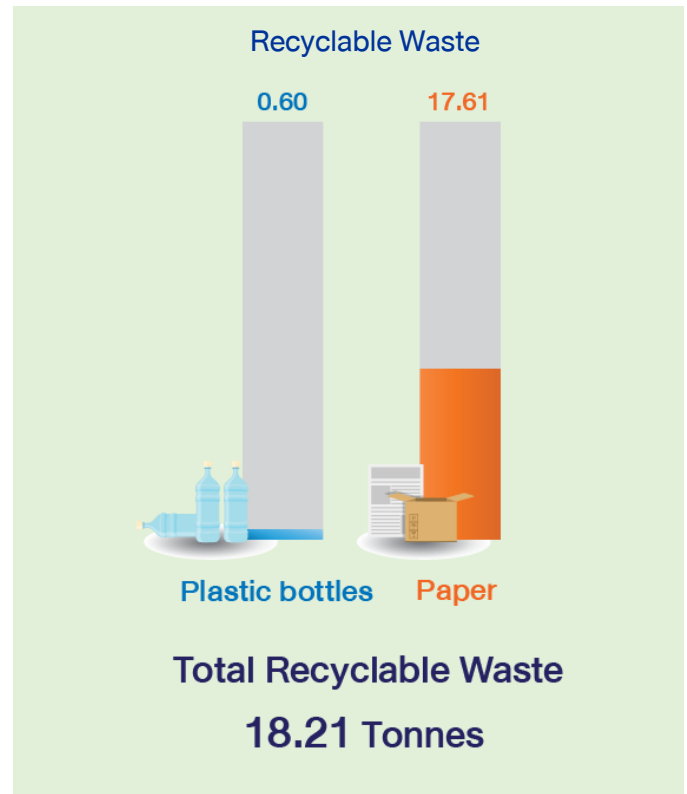
Project to Convert Organic Waste into Fertilizer: Breathe Fresh Air into the Community [cite: 4]



- Employee education and participation promotion:** In 2025, the Company implemented a waste segregation program separating general waste, recyclable waste (plastic bottles and paper), organic waste (food scraps), and hazardous waste into clearly labeled bins. The Company campaigns for employees to reduce plastic use, and collects separated plastic bottles for donation to petrol stations to support recycling and reduce landfill disposal.



- **Claude responded: Organizational Waste**



4.5.4 Performance Results of Waste Comparison 2024 and 2025

Waste Reduction Target Type	2025 Reduction Target	2023 (Base Year)	2024	2025	Performance — 2025 vs 2024	2026 Target
Waste volume (tonnes)**	3.5%	129	38.27**	37.39**	Decreased 71.02%	36.51
Waste intensity (tonnes per 1 Million Baht revenue)*	3.5%	0.077	0.020	0.015	Decreased 80.67%	—

Total revenue 2023: 1,685.32 Million Baht

2024: 1,894.33 Million Baht

2025: 2,527.03 Million Baht

**Excluding recyclable waste such as plastic bottles and paper.

In 2025, the company achieved a 2.30% reduction in total waste volume compared to 2024. Waste intensity relative to revenue (tons/million THB) decreased from 0.077 in 2023 to 0.015 in 2025, representing an 80.52% reduction.

Regarding data methodology, the 2023 volume was calculated based on average waste generation rates, whereas actual weighing was implemented in 2024. Nevertheless, in 2025, the company successfully enhanced its waste management efficiency despite continuous business growth. Additionally, the volume of hazardous waste generated by the company was found to be minimal and insignificant.

Paper Consumption 2022–2025 (Unit: Kilograms)

Paper Consumption Target	2022	2023	2024	2025
Paper consumption (kg)	36,596	34,293	30,246	34,078
Paper reduction result	-	Decreased 5%	Decreased 11.81%	Increased 12.63%

Paper is a key material resource of significant relevance to the Company's operations. As a consulting firm, the Company's work involves producing reports, conducting meetings, sending formal documents, printing contracts, and managing various types of information all of which have historically relied on paper as a core medium. In recent years, many consulting firms have become increasingly aware of the environmental and natural resource impacts of excessive paper use, particularly the waste that can result from inadequate management. Paper is therefore one of the primary resources the Company must actively manage to improve efficiency and reduce environmental impact.

In 2025, the Company experienced an increase in paper consumption compared to 2024 rising 12.63% from 30,246 kg in 2024 to 34,069.51 kg in 2025 indicating an increase in paper use in certain departments or activities requiring higher volumes of documentation during the year. Nevertheless, when compared against the 2022 base year, paper consumption in 2025 remained 5.62% lower. The increase in 2025 was due to expanded activities in certain departments or projects with higher documentation requirements. The Company therefore needs to review and further strengthen its paper consumption control approach going forward, including promoting the use of digital technology to substitute paper in various processes.

2.5 Biodiversity Conservation

2.5.1 Biodiversity Risk Assessment

Biodiversity management is a key factor that the Company prioritizes as an engineering and environmental consultant providing Biodiversity Risk Assessment services to support sustainable business operations within the ESG framework, drawing on expertise in Environmental Impact Assessment (EIA) and Environmental and Health Impact Assessment (EHIA). Assessments cover the analysis of impacts from projects and activities on ecosystems, wildlife habitats, species diversity, and rare or endangered species including the consideration of environmentally sensitive areas within and adjacent to project sites using field data, biological resource surveys, and academic analysis in accordance with relevant criteria and laws. Assessment results are used to identify and prioritize biodiversity risks, and to define appropriate preventive, corrective, and impact mitigation measures consistent with environmental risk management and ESG reporting disclosure approaches.

In addition, the Company designs projects that protect and restore ecosystems, assesses risks, and plans for the prevention of environmental and social impacts through pollution control and waste management. The Company implements habitat and biological resource conservation measures in accordance with EIA principles, with continuous monitoring and reporting and delivers EIA projects for numerous Clients. Effective management creates opportunities for the Company to add value to projects, respond to environmental policy, and build stakeholder confidence. However, without appropriate management, there is potential for ecosystem and community impacts, as well as risks of non-compliance with environmental laws that could adversely affect the Company's reputation and long-term business opportunities. Systematic biodiversity measures are therefore a key approach supporting the Company's sustainable growth, reduced environmental impact, and enhanced organizational readiness for responsible business conduct, stakeholder confidence, and long-term sustainable value creation.



Full details of the "Policy on Sustainability and Corporate Social and Environmental Responsibility" are available on the Company website: https://www.teamgroup.co.th/wp-content/uploads/2025/12/TEAMG-36-2021-Sustainability-CSR_ALL-eng.pdf

2.5.2 Management Approach

The Company has established biodiversity management guidelines aligned with its environmental policies and organizational targets emphasizing systematic and verifiable implementation across all business units. The Company assesses potential impacts on biodiversity from its operational processes and activities, and defines preventive, corrective, and monitoring measures at every stage of project development, to ensure that operations do not cause degradation of local ecosystems and natural resources. The Company strictly complies with all applicable environmental laws, standards, and requirements. The Company also promotes and supports biodiversity conservation activities including reforestation, natural area restoration, and natural resource conservation initiatives. Environmental and biodiversity awareness is promoted among employees at all levels through activities and knowledge dissemination, to instill natural resource responsibility and build a sustainably environmentally conscious organizational culture. The Company also provides consulting services to Clients on ecological impact assessment, conservation planning, and biodiversity management integrating ecological principles into project planning, design, and implementation to minimize impacts and promote sustainable development.

Biodiversity Promotion Activities in 2025:

TEAM GROUP and TEAM Group Foundation — "Check Dam Construction" at Khao Krao, Ban Tha Khlo, Kaeng Khoi District, Saraburi Province on 6 June 2025. Mr. Chawalit Chantararat, CEO of TEAM Consulting Engineering and Management Public Company Limited (TEAMG) and Vice Chairman of the TEAM Group Foundation, together with executives and more than 50 volunteer employees, joined the Ban Tha Khlo community in building check dams and planting trees in the Khao Krao area bringing life back to the forest and sustainably restoring and conserving the ecosystem.




TEAM GROUP Builds Water Retardant Weir, Revitalizing The Forest



On June 6, 2025, Mr. Chawalit Chantararat, CEO of TEAM GROUP and Vice Chairman of TEAM GROUP Foundation, TEAM GROUP's staff, together with the Ban Tha Klo community, Kaeng Khoi District, Saraburi Province, organized an activity to build a water retardant weir and plant trees in the Khao Krao area. The activities promote the sustainable restoration of the ecosystems and forests preservation.

The group was given the warm welcome from Mr. Thungnern Srimala and cooperation from the community who joined forces to create changes for nature.

Every drop of sweat and every hand that has been dedicated into building the water retention dam today is passing on a better future to the next generation. 



TEAM GROUP and TEAM Group Foundation "Mangrove Planting" at the Royal Thai Army Nature Study Center (Bang Pu Recreation Center), Samut Prakan Province, on 30 August 2025. Mr. Chawalit Chantararat, CEO of TEAMG and Vice Chairman of the TEAM Group Foundation, together with executives and more than 65 volunteer employees, jointly planted 1,000 large-leafed mangrove trees at Bang Pu Recreation Center, Samut Prakan Province.

This mangrove planting activity not only adds green space to the Samut Prakan urban area, but also promotes and preserves the biodiversity and ecological richness of the coastal ecosystem designated as Thailand's 10th ASEAN Heritage Park which serves as a natural nursery for a wide variety of aquatic species and plays an important role in mitigating the effects of climate change.

TEAM GROUP remains committed to being part of the drive toward a sustainably low-carbon society for communities and the nation.



TEAM Group and TEAM Group Foundation "Mangrove Reforestation"

On August 30, 2025, Mr. Chawalit Chantararat, Chief Executive Officer (CEO) of TEAM Group and Vice Chairman of the TEAM Group Foundation, along with executives and over 65 volunteer employees, joined together to plant 1,000 *Rhizophora apiculata* (large-leaf mangrove) trees at Bangpu Recreation Center, Samut Prakan Province.

This mangrove reforestation initiative not only helps increase green areas in Samut Prakan's urban landscape but also promotes and preserves the biodiversity and richness of the coastal ecosystem. This area is recognized as Thailand's 10th ASEAN Heritage Park, serving as a natural ecosystem and a nursery for various marine species. Furthermore, it plays a vital role in mitigating climate change.

TEAM Group is committed to being a part of driving society and the nation toward a sustainable low-carbon society.

Biodiversity Management Targets

Detail	2025 Target	2025 Performance
Green area ratio within projects	Greater than legally required (not less than 5% of total project area) for all projects	All EIA projects implemented by the Company had green areas exceeding the legally required minimum

2.5.3 Performance Results

The Company's engineering and environmental consulting operations contribute to promoting and maintaining environmental quality. In 2025, the Company collaborated with Kansai Energy Solutions (Thailand) Co., Ltd. to preserve and protect biodiversity affected by construction processes, and conducted an Environmental Impact Assessment (EIA) to minimize negative environmental impacts from the project. The Company carried out biodiversity impact surveys and assessments for the Kansai Power Plant construction project, and jointly defined impact prevention and mitigation measures, as well as environmental monitoring measures for the construction and operational phases to maintain environmental quality, ecosystems or biodiversity, and social conditions for sustainable project development. Community awareness was built through public participation activities, public opinion surveys on project development, biodiversity and environmental quality surveys, and health monitoring. The Company participated in monitoring and surveillance of environmental quality, health, and biodiversity impacts during the project construction phase, and jointly defined impact prevention and mitigation measures for terrestrial biological resources, as follows:

Construction Phase	Operation Phase
Set up the green area in the project site not less than 114m ² (or 6.13% of the total project area), which exceeds the legal requirement.	Maintenance of the green area shall be performed for aesthetics value. Automatic sprinklers shall be installed throughout the green area. In addition, a sufficient budget for the green area shall be allocated on an annual basis.
High-shaped perennial plants shall be planted along the east side fence. Perennial plants shall be grown in 2 rows in an alternating form with at the distance of 3 meters between each row. Cemetery tree, lovery, and Mountain will be selected. Along the north side fence, perennial plants shall be grown in 1 row with the distance of 3 meters between each tree.	<p>The project shall set the policy for an employee to maintain the green area to always be sustainable.</p> <p>In case trees die, the project shall replace them within 2 weeks.</p>

The EIA Report for the Kansai Power Plant construction project prepared for Kansai Energy Solutions (Thailand) Co., Ltd. is available for download at: <https://eia.onep.go.th/>

In addition, the Company has prepared Environmental Impact Assessment reports covering water resources, land infrastructure, and industrial and supporting utility systems with biodiversity management studies, as detailed below:

1. Water Resources — Reservoir Projects

1) Impact Sources: Reservoir development projects may generate biodiversity impacts from the following key activities:

- Dam and ancillary structure construction
- Land use change from terrestrial to aquatic ecosystems
- Tree clearing and reservoir area preparation
- Changes to river flow systems
- Increased human activity in project areas

2) Biodiversity Impact Assessment:

Terrestrial Ecosystems:

- Habitat loss for flora and fauna from inundation
- Habitat Fragmentation
- Risk to endemic or protected species

Risk level: High (particularly in natural forest or sensitive areas)

Freshwater Ecosystems:

- Changes to fish population structure
- Obstruction of aquatic species migration routes
- Changes in water quality (e.g. DO, temperature, sediment)

Risk level: High to Moderate depending on project scale and watershed characteristics

Rare or Endangered Species:

- Risk to species with limited distribution ranges
- Sensitivity to habitat change

Risk level: High (if present in the study area)

3) Impact Severity Assessment Criteria:

- Area affected
- Impact permanence (temporary/permanent)
- Ecosystem recovery capacity
- Conservation significance of the area

In reservoir projects, biodiversity impacts are typically permanent within the reservoir area and may have cumulative effects on downstream areas.

4) Qualitative Risk Matrix:

Impact Issue	Severity	Likelihood	Risk Level
Natural forest loss	Very High	High	Very High
Obstruction of fish migration	High	High	High
Water quality changes	Moderate	Moderate	Moderate
Human activity disturbance	Moderate	High	Moderate–High

5) Mitigation Measures:

- Avoid areas of high ecological value (Avoidance)
- Reduce inundation area through design adjustments
- Establish Fish Passage
- Develop key species relocation plans (where necessary)
- Restore replacement forest with ecological planting
- Develop a long-term biodiversity monitoring plan

6) Assessment Summary:

Reservoir projects have the potential to generate moderate to high biodiversity impacts particularly on terrestrial ecosystems and aquatic life. Stringent avoidance and mitigation measures, together with continuous monitoring, are necessary to control and manage risks to acceptable levels in accordance with academic standards and applicable laws.

2. Land Infrastructure — Highway Projects

1) Sources of Impact: Road and highway project activities that may generate biodiversity impacts include:

- Clearing and opening of Rights of Way
- Earthworks, grading, and road structure construction
- Bridge, culvert, and drainage system construction
- Use of heavy machinery, noise, and vibration
- Increased traffic after opening

2) Biodiversity Impact Assessment:

Terrestrial Ecosystems:

- Loss of forest or natural vegetation areas
- Habitat Fragmentation
- Reduced Ecological Connectivity of conservation areas

Risk level: Moderate to High (depending on whether the route passes through conservation forest or agricultural land)

Wildlife and Movement:

- Increased Wildlife Roadkill risk
- Obstruction of wildlife migration and foraging routes
- Noise and light impacts on wildlife behavior

Risk level: High, particularly in areas near conservation forests or large animal habitats

Aquatic Ecosystems:

- Changes to surface water flow patterns
- Increased sediment input to water sources during construction
- Risk of oil or chemical runoff contamination

Risk level: Moderate

Legally Protected or Rare Species:

- Risk to species with limited distribution
- Loss of nesting sites or foraging areas

Risk level: High (if found in the study area)

3) Impact Severity Assessment Criteria:

- Area affected
- Impact duration (temporary during construction / long-term during operation)
- Ecosystem recovery capacity
- Conservation significance of the area

Road project impacts are typically permanent within the Right of Way and may generate cumulative impacts from Induced Development.

4) Qualitative Risk Matrix:

Impact Issue	Severity	Likelihood	Risk Level
Habitat Fragmentation	High	High	High
Wildlife Roadkill	High	High	High
Vegetation loss	Moderate–High	High	High
Sediment input to water sources	Moderate	Moderate	Moderate

5) Mitigation Measures:

- Realign route to avoid key conservation areas
- Establish Wildlife Crossings (underpasses/overpasses)
- Install Wildlife Fencing
- Control sediment and runoff during construction
- Restore roadside areas with local plant species
- Develop a long-term wildlife accident and biodiversity monitoring plan

6) Assessment Summary:

Road and highway projects have the potential to generate moderate to high biodiversity impacts particularly habitat fragmentation and wildlife traffic accidents. Ecological Design and appropriate mitigation measures can reduce risk levels to acceptable standards in accordance with academic and environmental law requirements.

3. Industry and Supporting Utilities — Industrial Estates

1) Sources of Impact: Industrial estate development may generate biodiversity impacts from the following key activities:

- Large-scale land preparation and filling
- Tree clearing and land use change
- Infrastructure construction (roads, utilities, drainage systems)
- Air, water, and soil pollution from factories within the estate
- Increased transport activities and shadow population
- Cumulative Impact from multiple industrial activities

2) Biodiversity Impact Assessment:

2.1) Terrestrial Ecosystems

- Loss of forest, agricultural, or wetland areas
- Habitat Fragmentation
- Reduced Ecological Connectivity

Risk level: Moderate to High, particularly where original land was natural area or buffer zone of a conservation area

2.2) Aquatic Ecosystems and Wetlands

- Changes to water flow direction and volume
- Risk of contamination from industrial wastewater
- Accumulation of pollutants in sediment and aquatic organisms

Risk level: High if located near rivers, canals, wetlands, or coastal areas

2.3) Protected and Endemic Species

- Risk of permanent habitat loss
- Long-term pollution impacts on wildlife populations

Risk level: High (if key species are found in the study area)

2.4) Cumulative Impact

- Aggregation of multiple pollution sources
- Urban and industrial development around the project area

Risk level: High in the long term

3) Impact Severity Assessment Criteria:

- Area affected
- Impact duration (construction and operational phases)
- Ecosystem recovery capacity
- Conservation significance of the area

Industrial estate impacts are typically long-term and persistent, with potential for cumulative effects in the absence of effective environmental management systems.

4) Qualitative Risk Matrix:

Impact Issue	Severity	Likelihood	Risk Level
Habitat loss	High	High	High
Water source contamination	High	Moderate	High
Long-term cumulative impacts	High	High	High
Human activity disturbance	Moderate	High	Moderate–High

5) Mitigation Measures:

- Select sites avoiding conservation or sensitive areas
- Provide green areas and Buffer Zones of not less than 5% of total area
- Design a high-performance central wastewater treatment system
- Continuous pollution monitoring and measurement system
- Develop a Biodiversity Management Plan
- Area-based Monitoring of cumulative impacts

EIA reports also include studies of forest and wildlife resources in and around project areas surveying plant and animal species, assessing ecosystem significance, and defining impact prevention measures for construction and operational activities.

Management Approach:

- 1) Survey and compile databases of plant and animal species in project areas.
- 2) Assess wildlife habitats and key ecosystems.
- 3) Define ecosystem impact mitigation measures such as construction area control and green area restoration.
- 4) Continuously monitor and assess biodiversity.

These activities contribute to maintaining ecosystem balance, reducing natural resource impacts, and supporting the United Nations' terrestrial ecosystem conservation targets under Sustainable Development Goal 15.

2.5.4 Environmental Performance Summary

In 2025, the Company strictly complied with environmental policies and applicable laws, resulting in no environmental disputes or violations of relevant laws or regulations.

2.5.5 Water Security

The Company recognizes the importance of sustainable water resource management to strengthen water security both in terms of quantity and quality for the country and communities. The Company plays a significant role in implementing water infrastructure construction and development projects such as dams, reservoirs, water conveyance systems, and flow control structures which enhance the water management capacity of various areas, support increased water storage capability during the rainy season for use during dry seasons, reduce water scarcity risks, support consumption, agriculture, and industry, and assist in managing water during flood periods to reduce flood damage. The Company therefore places importance on the design and construction of water infrastructure with due consideration for water quality maintenance and ecosystem preservation including sediment control, water contamination prevention, and appropriate reservoir water management to ensure that water sources can be used safely and sustainably.

The Company's operations therefore play an important role in supporting the country's water resource management, creating a balance among economic development, environmental conservation, and quality of life for the public consistent with the United Nations' water-related Sustainable Development Goal 6 on clean water access and sustainable water management.

Water Security KPIs:

1. Water Quantity Indicators

- 1) Number of dam or reservoir projects completed
- 2) Agricultural area benefiting from water management projects (rai)

2. Water Quality Indicators

- 1) Number of projects with water quality management or sediment control systems
- 2) Aquatic ecosystem impact prevention measures applied in projects

3. Management Indicators

- 1) Percentage of projects that underwent Environmental Impact Assessment (EIA)
- 2) Number of projects supporting water-related targets under Sustainable Development Goal 6

2.6 Responsible Raw Material Procurement

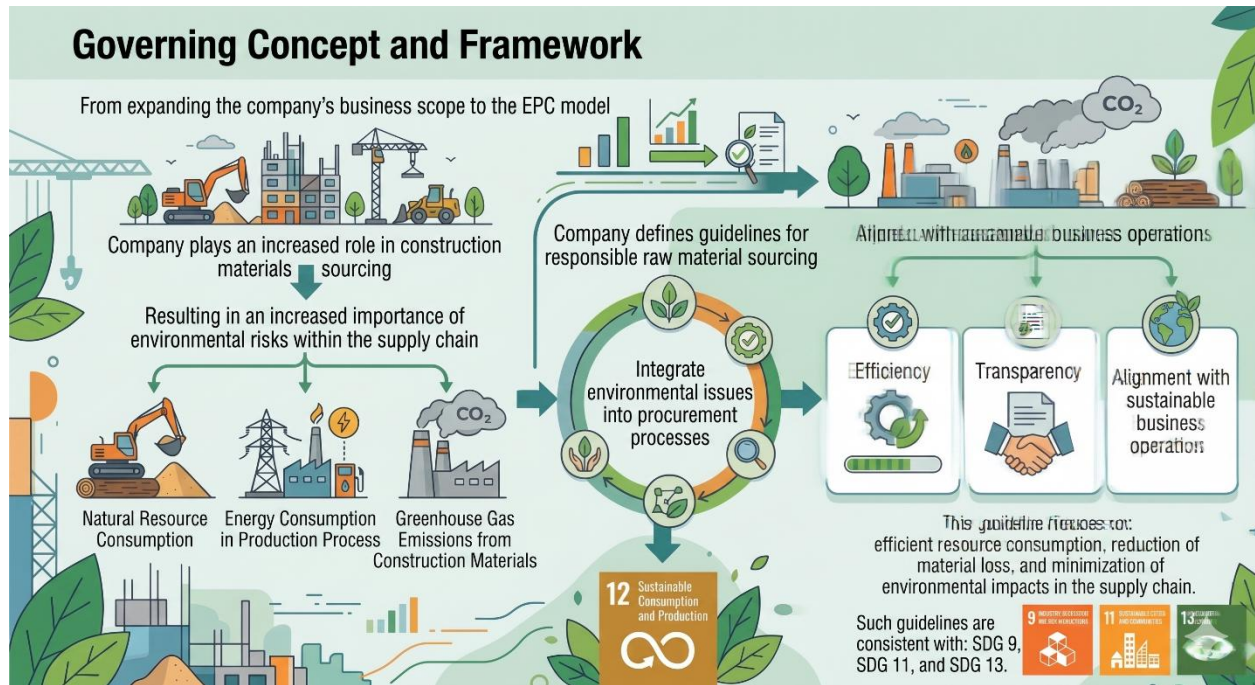
The Company's business in engineering and infrastructure development involves substantial use of construction materials and raw materials particularly as the Company has expanded its service scope to encompass Engineering, Procurement and Construction (EPC) services, resulting in an increasingly significant role in construction material sourcing. These developments have elevated the importance of environmental issues related to raw material sourcing in the supply chain including natural resource use, energy use, and waste generation from construction activities. The Company therefore places importance on responsible raw material procurement management, focusing on reducing environmental impact in the supply chain and promoting efficient resource use, to support the organization's long-term sustainable environmental operations.

2.6.1 Concept and Governance Framework

As the Company's business scope has expanded to EPC, its role in construction material sourcing has increased, making environmental risks in the supply chain more significant particularly regarding natural resource use, energy consumption in production processes, and greenhouse gas emissions from construction materials.

The Company has therefore established a Responsible Raw Material Procurement approach that integrates environmental considerations into the procurement process, to ensure that material selection in projects is efficient, transparent, and aligned with sustainable business conduct.

This approach emphasizes efficient resource use, reduced material losses, and reduced environmental impact throughout the supply chain aligned with the Sustainable Development Goals, particularly SDG 12 (Responsible Consumption and Production), as well as related SDGs including SDG 9, SDG 11, and SDG 13.



2.6.2 Targets and Commitments

To accommodate the growth of material sourcing in EPC projects, the Company has defined targets to elevate construction material management and control environmental supply chain impacts, as follows:

Short-Term Targets (1–3 years):

- Develop Material Specification standards for construction materials in EPC projects.
- Promote the selection of materials with low environmental impact.
- Integrate environmental considerations into supplier selection and evaluation processes.
- Develop material usage tracking systems in projects to improve resource efficiency.

Long-Term Targets (3–5 years):

- Reduce construction material waste in projects.
- Increase material Reuse and Recycling.
- Promote supply chain suppliers to operate in accordance with environmental guidelines.
- Elevate project material management in alignment with resource efficiency principles.



2.6.3 Identification of Environmental Issues in Construction Materials









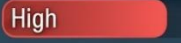



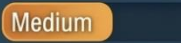




Under EPC project operations, the Company has analyzed key construction materials used in projects that are associated with environmental impacts in the supply chain, considering production process characteristics, natural resource use, and material quantities in projects.

Key construction materials include:

- Concrete and cement
- Structural steel
- Stone and fill materials
- Piles and foundation structural materials

The Company has conducted an environmental issues analysis of construction materials for use as a basis for project material management.

Material Environmental Risk Assessment

Material Type 	Environmental Issues 	Significance Level	Management Guidelines 
 Concrete / Cement	Greenhouse gas emissions from production process	High 	<ul style="list-style-type: none"> Control material use and reduce project waste 
 Construction Steel	High energy consumption in production process 	High 	<ul style="list-style-type: none"> Audit product standards and material quality 
 Aggregate / Fill Material	Natural resource consumption from quarrying 	Medium 	<ul style="list-style-type: none"> Plan material use appropriately 
 Piles	Energy and resource consumption in installation	Medium 	<ul style="list-style-type: none"> Control quantity of material used in project  3/4

2.6.4 Action Framework

The Company has established a systematic approach to the management of construction materials in EPC projects by integrating environmental considerations into procurement processes and project operations. This is to ensure the efficient use of materials and to reduce environmental impacts throughout the supply chain.

The operational approach covers material selection, quality control, waste management, and the development of greenhouse gas emissions management practices within projects, as follows:

Implementation Plan and Management Process (Action Framework)

Systematic Construction Material Management in EPC Projects



Responsible Material Selection and Procurement

The Company requires that the selection of construction materials complies with quality standards and engineering specifications, while also taking environmental considerations into account in order to promote the use of materials with lower environmental impacts and suitability for each project. Such considerations include the selection of standardized materials, the avoidance of materials that may adversely affect health or the environment, and the encouragement of suppliers to operate in compliance with relevant environmental requirements.

Material Quality Control in Projects

The Company has established material inspection processes at every stage of the project to ensure that the materials used meet quality standards and comply with project specifications. These processes cover pre-procurement inspections, material receiving inspections, and quality testing during construction activities. This approach helps reduce risks associated with the use of substandard materials, as well as minimize losses resulting from rework or the need for material replacement at later stages

Construction Waste Management

The Company promotes construction waste management in accordance with the 3Rs principles (Reduce, Reuse, Recycle) in order to improve resource efficiency and reduce the volume of waste requiring disposal. For construction projects, the Company requires the preparation of a Construction Waste Management Plan (CWMP) to systematically

manage materials and waste. The plan covers waste segregation, material reuse, and appropriate waste disposal practices. In addition, the Company has adopted digital technologies such as Building Information Modeling (BIM) for material quantity planning in order to improve procurement accuracy, reduce excess materials, and minimize waste generated from construction processes.

Greenhouse Gas Emissions Management in the Supply Chain

The Company places importance on managing greenhouse gas emissions associated with the use of construction materials in projects, particularly under EPC project operations, which involve significant material consumption and are associated with greenhouse gas emissions throughout the supply chain. Currently, the Company utilizes carbon-related data associated with the procurement of certain goods and materials as part of its environmental impact analysis at the organizational level. However, the collection of greenhouse gas emissions data at the project and site levels is still in its early stages. The Company therefore plans to further develop its greenhouse gas emissions data collection system for projects to achieve broader coverage, including expanding collaboration with contractors and suppliers within the supply chain. During the initial phase, this will involve requesting cooperation in providing relevant data and operational support before progressively developing clearer and more rigorous guidelines and measures in the future. This approach forms part of the Company's long-term development of greenhouse gas emissions management throughout its supply chain.

2.6.5 Performance Results for 2025

In 2025, the Company continuously implemented measures for construction material management in EPC projects, with a focus on improving resource efficiency, reducing construction waste, and developing approaches to manage environmental impacts within the supply chain. Key performance results are as follows:

Enhancement of Construction Material Management in Projects

The Company controlled the use of construction materials in accordance with project plans and specifications by emphasizing appropriate material planning and quality control throughout all stages of the project. This enabled the Company to reduce losses arising from excessive material usage and minimize risks associated with rework caused by substandard materials.

Reduction of Construction Waste

Through the implementation of waste management practices based on the 3Rs principles (Reduce, Reuse, Recycle) and the adoption of Building Information Modeling (BIM) technology for material planning, the Company was able to reduce construction waste by approximately 25% compared to previous operational practices.

This achievement was driven by:

- Efficient material planning from the initial stage of the project
- Waste segregation at construction sites
- Reuse of certain materials, such as steel, concrete, and formwork materials
- Reduction of excess materials through the use of BIM technology

Development of Knowledge and Contractor Engagement

The Company organized training sessions and communicated guidelines on material and waste management to employees and contractors involved in projects in order to promote understanding of efficient resource utilization and the reduction of environmental impacts arising from operations. These initiatives helped raise awareness and encouraged contractors to participate more actively in implementing the Company's environmental management practices.

Development of Greenhouse Gas Emissions Management

In 2025, the Company utilized carbon-related data associated with the procurement of certain goods and materials in its organizational-level environmental impact analysis. The information serves as baseline data for the future development of greenhouse gas emissions reduction approaches. In addition, the Company initiated collaboration with project contractors to support data collection and operational practices related to reducing environmental impacts. During the initial phase, this involved requesting cooperation in providing relevant information before further developing more systematic implementation approaches in the future.

Overall Performance Overview

The 2025 performance results reflect the Company's ongoing development of its construction material management system under EPC project operations, with an emphasis on efficient resource utilization, waste reduction, and the initial development of approaches to manage environmental impacts throughout the supply chain.

2.7 Climate Change Adaptation

(1) Task Force on Climate-related Financial Disclosures (TCFD)

1) Commitment and Adoption of International Standards

Climate change is no longer merely an environmental issue it has become one of the most significant strategic risks affecting operations broadly, including internal organizational operations, supply chains, and overall economic and social sustainability. TEAM Consulting Engineering and Management Public Company Limited, or TEAMG, as a leader in Integrated Consulting Services in engineering and environmental management with service scope spanning the full Project Life Cycle from master planning, engineering

design, project management, and construction supervision through to innovation and technology-related adjacent businesses is fully aware of its responsibility in addressing this challenge.

To ensure that this matter is managed with transparency, effectiveness, and international recognition, the Company has elevated its disclosure and management in accordance with the framework of the Task Force on Climate-related Financial Disclosures (TCFD), and has integrated guidance from the IFRS S2 international standard as part of its operations. The aim is to reflect organizational readiness to adapt to Transition Risk and Physical Risk and to seize business opportunities from these changes to drive the organization and Thailand toward a sustainably low-carbon society.

2) Governance: Foundational Infrastructure for Strategy

Successful climate change adaptation begins with a strong governance structure. The Company has developed governance mechanisms spanning from the Board of Directors to the operational level, to ensure that climate issues are integrated into business decision-making processes at every stage.

2.1) Board Oversight The Board of Directors holds the highest authority in setting direction and policy, recognizing that climate issues are a Strategic Survival matter not merely a CSR activity. The Board is responsible for approving organizational strategies related to the Decarbonization Pathway and environmental technology investment plans, and overseeing risks through specialized sub-committees to ensure that internal control systems are sufficiently robust to accommodate climate and regulatory volatility. Board-level responsibilities are assigned as follows:

- **Corporate Governance and Sustainability Committee:** Defines the sustainability master plan, oversees TCFD-compliant disclosure, and reviews the appropriateness of engineering standards applied in Client services to ensure alignment with global sustainability direction.
- **Risk Management Committee:** Reviews the Enterprise Risk Management framework to cover Climate Risk including financial impacts from disasters and transition risks and assesses Client portfolio concentration in high-risk industries.
- **Audit Committee:** Reviews the accuracy of greenhouse gas data reporting and audits the Assurance process to maintain professional credibility.

2.2) Management Role At the operational level, the CEO serves as Chairman of the management-level Sustainability Committee, responsible for defining action plans and closely monitoring performance outcomes. The Chief Strategy Officer (CSO) is responsible for linking organizational strategy to professional practice, analyzing global regulatory trends, and overseeing the organizational carbon footprint preparation process.

Critically, the Company has established an incentive mechanism by incorporating Climate KPIs into the performance evaluation and variable remuneration of relevant senior executives and employees to drive both internal greenhouse gas reduction targets and the expansion of the green business client base.

3) Strategy and Climate Scenario Analysis

Climate change affects the business context of consulting operations across Client demand, technology, and operational risks. To thoroughly understand these impacts, the Company has conducted Climate Scenario Analysis covering short-term (0–3 years), medium-term (3–10 years), and long-term (more than 10 years) timeframes.

3.1) Transition Scenario Under the assumption that Thailand moves toward Net Zero Emissions by 2050 with increasingly stringent environmental policies such as a Climate Change Act, rising Carbon Pricing, and the growth of carbon capture technologies (CCUS)

- This scenario will create pressure for industrial Clients to adapt, increasing demand for greenhouse gas reduction consulting, carbon accounting, and clean energy technology design services. However, if the Company fails to keep pace with new technologies, or if the Client base remains concentrated in fossil fuel industries, the Company may face revenue and bad debt risks.

3.2) Physical Scenario (Worst Case SSP5-8.5) Under the worst-case assumption of fossil fuel-driven global economic growth potentially raising global temperatures by up to 4.4°C and leading to more severe and frequent natural disasters the Global Climate Risk Index (CRI) 2026 ranks Thailand 17th globally in high-risk countries, reflecting significant vulnerability to extreme weather events.

- **Business implications:** Demand for Adaptation Engineering services (such as flood protection system design) will increase significantly, while the risk of disruption to field operations (Field Work) and Operations and Maintenance (O&M) services will also rise markedly. Site access may be interrupted and project assets may be damaged.

4) Risk Management

The Company has integrated climate risk management processes into the **Enterprise Risk Management (ERM)** framework with reference to the COSO ERM standard, for systematic risk identification, assessment, and management.

4.1) Transition Risks

- **Policy and Legal:** Carbon tax measures and Thailand Taxonomy may increase Client costs. If the Company cannot provide consulting that accurately reflects Internal Carbon Pricing, professional credibility may

be affected. The Company's response is to accelerate the development of personnel expertise in these regulations.

- **Technology:** Decarbonization technologies such as Green Hydrogen and CCUS are evolving rapidly. The risk is recommending outdated technologies to Clients, which could lead to professional liability. The Company therefore focuses on continuous use of Digital Twin technology to analyze and track new technologies.
- **Market and Reputation:** Financial institutions are adopting policies to suspend credit for the coal industry (Exclusion Lists). Accepting work in environmentally destructive projects may position the Company as an Enabler of such activities, adversely affecting its reputation and fundraising opportunities.

4.2) Physical Risks

- **Acute Risks:** Flash floods and severe storms may delay field surveys and damage O&M work. The Company manages these risks through comprehensive Business Continuity Plans (BCP) covering natural disasters and appropriate insurance coverage.
- **Chronic Risks:** Changing rainfall patterns make historical statistics less reliable for forecasting. The Company adapts its work processes by incorporating Climate Model data (SSP1-2.6 or SSP5-8.5) into project design and planning.

4.3) Risk Management Processes

The Company screens risks at the **project level** through ESG Due Diligence before accepting new Client work, and at the **organizational level** through the Sustainability Working Group monitoring global trends. Identified risks are assessed according to Impact and Likelihood criteria and included in the Corporate Risk Profile for quarterly presentation to the Risk Management Committee.

5) Climate-related Opportunities

Amid the challenges, the Company identifies opportunities to generate "Green Revenue" to support sustainable growth focusing on services that address emerging market needs:

- **Sustainability and Decarbonization Services:** Providing Carbon Footprint services (CFO, CFP), Science Based Targets (SBTi) target-setting, and Net Zero Roadmap planning for organizations as well as Energy Efficiency Retrofit consulting services.

- **Engineering Services for Energy and New Technologies:** Addressing demand for design and construction supervision of renewable energy power plants (Solar, Wind), Energy Storage Systems (Battery Storage), and serving as Lender's Technical Advisor for financial institutions providing green financing.
- **Resilience Services:** Offering engineering expertise in flood protection system design, water management for cities and industrial estates, and environmental impact studies that incorporate climate risk assessment.

6) Metrics and Targets

The Company has defined clear indicators to track progress, collecting greenhouse gas emission data across all 3 Scopes (1, 2, and 3). In 2025, total greenhouse gas emissions (Scope 1+2+3) were **4,667 tCO₂e**. The Company has set a long-term target to achieve Net Zero Emissions by 2050, with interim milestones as follows:

- **Short-term target (2030):** Reduce Scope 1, 2, and 3 greenhouse gas emissions by 12% vs the base year (2024).
- **Medium-term target (2040):** Reduce by 51%.
- **Long-term target (2050):** Reduce by 90% and offset remaining emissions to achieve Net Zero.

(2) Strategy for Driving Toward Targets

The Company operates through key strategies including: improving energy efficiency in offices and project sites; promoting Green Procurement; and most critically **integrating Low-Carbon Engineering** into Client work such as designing with low-carbon materials, applying Life Cycle Assessment (LCA), and using Internal Carbon Pricing in project cost-benefit analysis.

Operating Guidelines

Social Dimension

3.1 Human Rights Due Diligence (HRDD) and Fair Labor Practices

Management Approach and Policy

The Company recognizes that respecting human rights is the foundational basis of sustainable business conduct, and a primary factor in building trust with all stakeholder groups throughout the value chain. The Board of Directors has accordingly established a Human Rights Policy as a governance framework for directors, executives, and employees at all levels as well as for suppliers and stakeholders involved in the Company's business operations throughout the value chain to ensure consistent implementation, grounded in good governance and the equitable treatment of all persons with respect for human dignity, rights, and freedoms, free from discrimination in all forms.

To ensure that business operations are transparent, socially responsible, and aligned with international standards, the Company has integrated key principles from the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) labor rights standards into its organizational management processes as a mechanism for the systematic and highly effective prevention and management of human rights risks.

a) Governance and Management Structure

The Company has established a clear, systematic, and verifiable human rights governance structure to ensure that human rights policy implementation is appropriately integrated at every level of the organization from policy and strategic oversight to operational practice with clearly defined roles, responsibilities, and reporting lines, as follows:

- **Board of Directors:** Oversees human rights policy and provides resource support and implementation guidance.
- **Audit Committee:** Monitors and reviews the Company's human rights operations for compliance with defined standards.
- **Risk Management Committee:** Analyzes and manages human rights risks, and considers corrective approaches where issues arise.
- **Management:** Oversees the compliance of all business unit operations with the Human Rights Policy and supports employees in adhering to defined practices.
- **Responsible Business Unit:** Conducts regular inspection, monitoring, evaluation, and reporting of human rights performance, and continuously develops and improves preventive and corrective measures. The Company has

assigned the **Human Resources Director** to provide functional oversight, with human rights responsibilities clearly defined in the Job Description to ensure that there is a designated, resource-allocated responsible person for the daily monitoring, tracking, and reporting of performance outcomes.

- **All Employees:** Comply with the Company's human rights guidelines and participate in whistleblowing if conduct that may constitute a human rights violation is observed, through the Company's provided channels without retaliation or adverse consequences.

b) Human Rights Due Diligence (HRDD) Process

The Company has defined a Human Rights Due Diligence (HRDD) process throughout the value chain, integrated as a standard operating procedure in business operations to ensure that impact assessment and mitigation are ongoing, alongside continuous monitoring, review, and performance evaluation every 3 years. The process comprises 5 key operational steps:



1. Policy Commitment The Company has announced its Human Rights Policy and published it on the Company website for all employees at every level, suppliers, contractors, and stakeholders involved in the Company's business operations throughout the value chain to acknowledge and use as the basis for consistent implementation. The current policy has been effective since 26 February 2025.

2. Human Rights Risk Assessment The Company requires a Human Rights Risk Assessment as part of the HRDD process covering actual and potential negative impacts that may arise from the Company's business operations throughout the value chain.

Recognizing that the Company's business involves coordination with clients, contractors, and subcontractors in environments with safety risks and time pressures which may give rise to human rights risks, particularly relating to labor rights, working hours, workplace safety, and fair compensation, both for employees and in collaboration with business partners throughout the value chain.

The Company places importance on stakeholder consultation, particularly with employees, through opinion surveys to identify risks and warning signals that may lead to human rights impacts in the dimensions of working conditions, equity, and human dignity.

From the employee survey results, the dimension of compensation and benefits showed a satisfaction level of 72.47% lower than other dimensions (82.55–84.52%). The Company has therefore identified this as a material labor rights and fair compensation risk one with significant implications for employee engagement as it may reflect inequity or a mismatch between workload/working hours and remuneration. While supervisor fairness and working conditions satisfaction were rated highly, the Company continues to maintain preventive measures and safe reporting channels so that employees can raise concerns without fear of retaliation and to continuously protect employee rights and dignity. The Company has translated these findings into the following operational approaches:

Summary of Employee Opinions, Human Rights Risks, and Action Plans

Survey Topic & Score	Human Rights Risks	Action Plans	KPIs
 <p>Compensation & Benefits 72.47%</p>	<ul style="list-style-type: none"> Unfair compensation Pay inequality / wage gap Pressure to work OT 	<ul style="list-style-type: none"> Transparent salary structure Pay Equity Audit Market benchmarking Review OT necessity 	<ul style="list-style-type: none"> Pay Gap Average OT / month Compensation complaint ratio
 <p>Fair Supervisor 83.92%</p>	<ul style="list-style-type: none"> Unfair treatment Harassment / bullying Abuse of authority 	<ul style="list-style-type: none"> Transparent appraisal system Train supervisors on feedback & conflict mgmt. Multi-channel complaint mechanism + SLA 	<ul style="list-style-type: none"> Number of complaints Case closure time Process confidence score
 <p>Suitable Work 83.51%</p>	<ul style="list-style-type: none"> Work burden / stress Skills mismatch / role risk 	<ul style="list-style-type: none"> Clear JD / Competency Matrix Workload assessment to prevent overload Buddy / mentoring system 	<ul style="list-style-type: none"> Probation turnover rate Skills mismatch complaints Average OT per team
 <p>Challenging & Development 84.52%</p>	<ul style="list-style-type: none"> Unequal access to opportunities Pressure to exceed capacity 	<ul style="list-style-type: none"> Transparent IDP (Individual Dev. Plan) Equitable training allocation Voluntary job rotation system 	<ul style="list-style-type: none"> Training ratio by group Internal Mobility rate Stress assessment results
 <p>Safe Workplace 82.55%</p>	<ul style="list-style-type: none"> Occupational health & safety (OHS) Environment not suitable for vulnerable groups 	<ul style="list-style-type: none"> Regular OHS risk assessments Prepare PPE & emergency info Accessibility for vulnerable groups Mental safety & wellbeing support 	<ul style="list-style-type: none"> Number of incidents Injury-related absence days Audit / assessment results

Based on the human rights risk assessment of employees, the Company used Employee Engagement Survey and organizational satisfaction results as Outcome Indicators to reflect employees' perceptions of fair treatment, organizational pride, and intent to remain which are significant factors related to human rights risk in the dimension of equitable treatment and human dignity.

Survey results indicate that employees have a good level of organizational engagement particularly in organizational pride, commitment to the organization's success, and intention to continue working with the organization long-term. The Company uses these outcomes to assess that human rights violation risks related to employees are at a Low Risk level, and accordingly defines a management approach focused on continuously maintaining existing measures and activities.

The Company applies these survey results as Outcome-based Monitoring Information for tracking human rights risk trends related to employees not as mandatory KPIs to be used as supporting data for reviewing and deciding whether to maintain, improve, or develop human rights measures appropriate to the organizational context.

In the future, the Company will use survey results for comparative analysis to monitor differences in employee perception across groups such as age, length of service, and job level as a preventive approach to avoid discrimination risks and continuously promote fair treatment.

3. Integrate Findings and Take Appropriate Action Following the identification and assessment of human rights risks, the Company integrates findings to define appropriate control and Mitigation Measures for both existing and potential future risks with a focus on developing preventive measures to minimize the Likelihood and Severity of impacts on stakeholders. The Company also places importance on assessing Residual Risk after preventive and corrective measures have been implemented, to review whether the Company's human rights management mechanisms are sufficiently effective in genuinely controlling and mitigating negative impacts throughout the value chain.

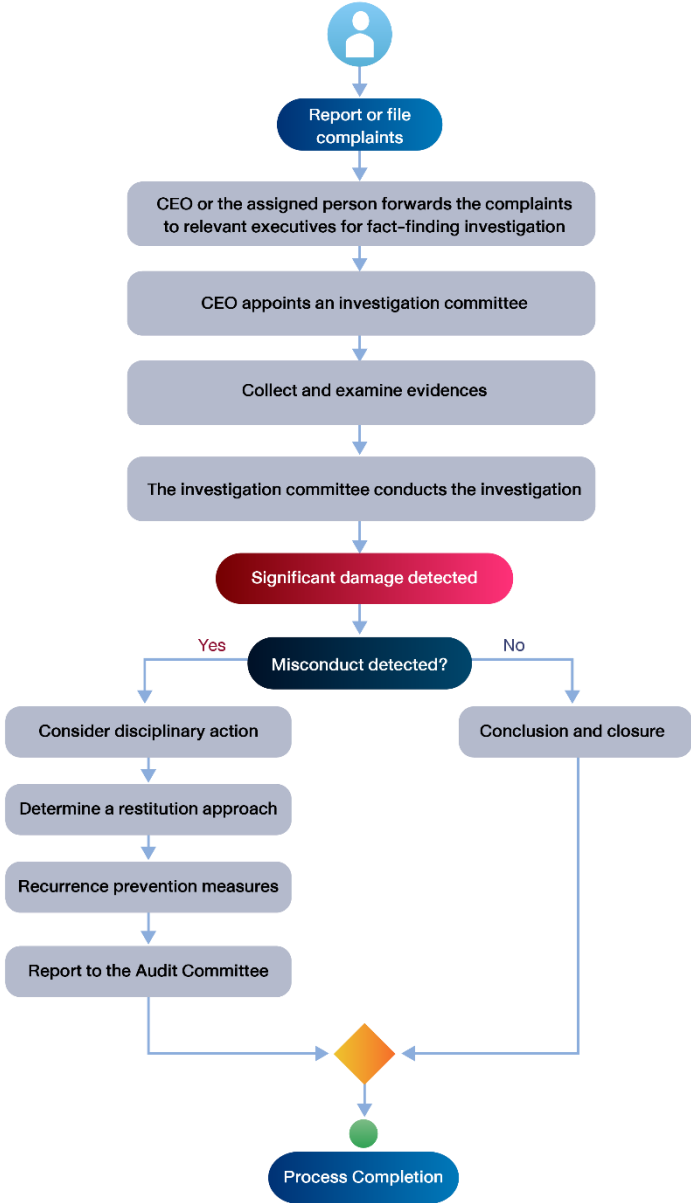
4. Track and Communicate Performance The Company requires continuous monitoring and review of human rights violation management within the defined scope, risk issues, and action plans including defined KPIs with assigned business units responsible for reporting outcomes to the Audit Committee, Risk Management Committee, and Executive Management. This ensures that all employees in the Company place importance on human rights risk issues and have comprehensive, systematic risk management plans in place when incidents occur.

5. Remediate Adverse Impacts The Company provides channels for stakeholders to file complaints and processes for remediation of persons adversely affected by human rights impacts from the Company's business activities through the complaints and whistleblowing channels as specified in the Company's Whistleblowing and Complaints

Policy. There are systematic investigation and remediation processes for human rights violation complaints. The Company has a structured complaint review process, fact-finding investigation, and corrective/remediation approach with consideration for the appropriateness of measures, fairness to all parties, protection of complainants, and prevention of recurrence.

If an investigation confirms that a violation has occurred, the Company has a process for determining appropriate penalties based on the severity level ranging from written warnings to legal proceedings while committing to remediate affected persons to appropriately and fairly address harm in accordance with defined criteria.

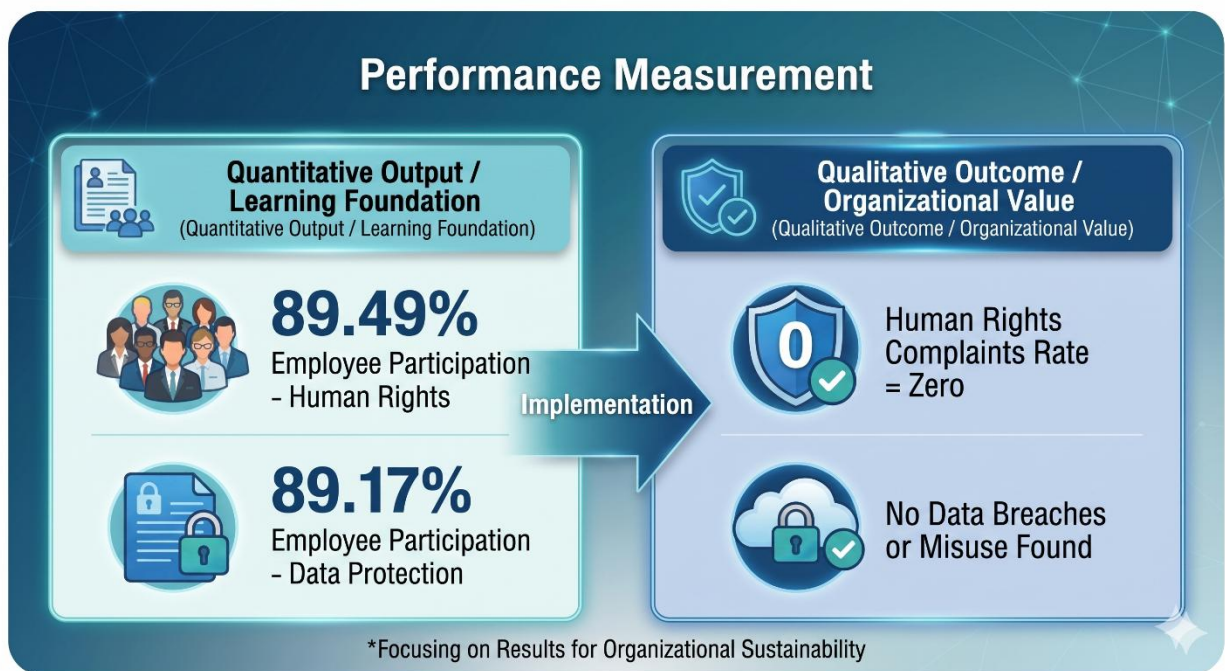
Investigation and Remediation Process for Human Rights Violations



c) Annual Human Rights and Data Protection Capacity Building Report 2025

The Human Rights Policy covers all levels of Company employees, and promotes suppliers, contractors, and stakeholders involved in the Company's business operations throughout the value chain to operate consistently with the policy. The Company therefore not only emphasizes respect for human rights within the Company, but also promotes suppliers, contractors, and stakeholders throughout the value chain to conduct business with respect for human rights in accordance with the Company's policy and Supplier Code of Conduct to jointly prevent human rights violations.

The Company does not merely focus on ensuring quantitative employee access to training the Company places importance on tangible outcomes, integrating knowledge from human rights training into the HRDD process to reduce the risk of rights violations across all organizational activities. This is reflected in employee satisfaction survey results on equitable treatment, and in the maintenance of a personal data security (PDPA) standard that recorded zero complaints in the past year.



3.2 Employee Capability and Skills Development

3.2.1 Employee Development and Career Advancement

The Company is committed to addressing key issues in employee development, recognizing that human resources are the primary asset in a consulting business. The Company's operational success depends on employees with knowledge and expertise. A shortage of adequately skilled employees directly affects the Company's ability to

continuously deliver consulting services, impacting revenue, competitiveness, and Client trust. The Company therefore places strong importance on continuous employee capability development under the responsibility of the Human Resources Department. Employee development is also aligned with the United Nations Sustainable Development Goal 4: Quality Education which promotes equitable, quality education. The Company focuses on strengthening employee skills and capabilities through comprehensive training programs encompassing professional knowledge, specialized skills, and work performance development. Continuous investment in employee development not only helps reduce educational gaps and promotes lifelong learning, but also enables employees to adapt to industry changes while strengthening the Company's capacity for sustainable business growth, supporting expansion, and enhancing global competitiveness.

Recognizing the importance of employee development, the Company has designated it as the highest-priority sustainability issue. The Company focuses on developing employees with diverse knowledge, capabilities, and skills to perform their duties effectively and serve as key contributor to the Company's continued success through the following employee development concepts:

- 1) Committed to making the Company a Learning Organization, supporting employees at all levels to access learning anytime, anywhere through both E-Learning and offline training seminars.
- 2) Creating Career Path opportunities for employees through training programs and initiatives that help employees envision and plan their own development pathways for role elevation and career growth.
- 3) Creating opportunities for internal transfers or role adjustments appropriate to employee potential and Company strategy.

3.2.2 Employee Training and Development

The employee development and training plan is formulated based on the Company's strategic direction, core values, work plans, job roles, legal and regulatory requirements, and issues arising in the previous year to strengthen knowledge and capabilities, and to instill organizational culture and ethics among employees at all levels. This supports and develops employee potential, responds to business needs, and prepares the Company for both domestic and international business expansion. The Company targets not less than 25 training hours per person per year to ensure continuous employee development aligned with Company needs. In 2025, the Company also planned to increase the proportion of courses focusing on governance, anti-corruption, and digital technology skills to ensure employees uphold professional ethics, respect human rights, and can adapt to industry and business trend changes.

Employee Training Hours Targets

2025 Target	Short-Term 2026	Long-Term 2030
25 hours/person/year	25 hours/person/year	Not less than 30 hours/person/year

Action Plan

The Company develops and delivers training plans for employee skills, knowledge, and capabilities at all levels on an ongoing basis aligned with organizational strategy and business direction using multiple development tools including In-House Training, Outside Training, On-The-Job Training, Site Visits, Self-Learning, Communities of Practice (CoPs), and online training via Microsoft Teams, while retaining classroom-based formats for practical courses. In 2025, training was delivered to build professional knowledge, develop work competencies, and raise employee awareness of workplace safety, energy, governance, and anti-corruption, with examples as follows:

Course Type	Sample Courses	Target Group
New Employees	- New Employee Orientation	New employees
Capability and Competency Development	- Effective Business Presentation Skill / Coaching for Higher Performance	Employees at each level
Legal Requirements	- Occupational Health, Safety, and Working Environment - Energy Conservation Awareness	Executives and employees
Management	- Executive Leadership Development Program	Executives
Self-development, Wellbeing, and Work Motivation	- Corporate Governance and Anti-Corruption Training - Enterprise Risk Management / Basic Life Support (BLS)	Executives and employees

The Company has defined competencies for executives and the Project Manager group to serve as a capability development framework. Based on competency assessment results, the Company defined multiple development approaches — one of which is the development of coaching skills, as this competency scored below the expected level and may affect team effectiveness, work quality, and talent retention.

In 2025, the Company delivered the "Coaching for Higher Performance" program to strengthen coaching, delegation, work follow-up, and guidance skills applicable to the

characteristics of employees under each manager's responsibility enabling more effective team management. Post-training assessments were conducted from both trainees and their subordinates, reflecting the following outcomes:

Benefits to Trainees:

1. Average increase in knowledge and understanding of 51.7%
2. 97.37% of trainees reported a high level of practical applicability
3. 83% of subordinates perceived behavioral changes in coaching practices
4. Improved capability in systematic task delegation and follow-up
5. Ability to adapt coaching approaches to the personality and characteristics of individual subordinates, resulting in more effective team performance

Benefits to the Company:

1. More systematic coaching and guidance approaches
2. Clearer task delegation and follow-up, positively affecting project work quality
3. Reduction in operational errors
4. Elevated coaching competency
5. Reduced risks related to work quality and employee retention

Performance Results

In addition to team management competency development, the Company promoted digital skills and technology application in work another significant outcome of organizational employee development.

In 2025, the Company supported and encouraged employees and executives to continuously attend training from both internal units and external institutions, resulting in total company training hours of 27,492 hours and an average of 31.75 hours per person per year. One key outcome demonstrating knowledge application is employees' ability to apply Artificial Intelligence (AI) to improve work efficiency with 142 AI application projects proposed in 2025 from multiple departments, involving over 660 employees. ROI from AI application projects reached 3,080%, reflecting the elevation of employees' digital skills and technology application to improve organizational operational efficiency.

For 2026, the Company plans to expand employee learning opportunities with a target of 25 hours per person per year while developing e-learning courses and increasing site visit training to enrich diverse learning experiences. The Company will conduct training needs analysis alongside knowledge promotion and project development aligned with

employee potential, to ensure effective skills development, support the Company's growth targets, and promote stable career advancement.

Year	Training Target	Training Performance
2023	25 hrs/person/year	24.79 hrs/person/year
2024	25 hrs/person/year	31.53 hrs/person/year
2025	25 hrs/person/year	31.75 hrs/person/year

By Gender:

Gender	Training Hours
Male	31.31 hrs/person/year
Female	32.63 hrs/person/year

By Position Level:

Position Level	Training Hours
Middle Management	40.29 hrs/person/year
Operational Staff	31.46 hrs/person/year

By Course Type:

Course Type	Training Hours
General courses	25.38 hrs/person/year
technical courses	6.33 hrs/person/year

3.3 Talent Attraction and Retention

The Company recognizes that human resources are the most valuable asset and a critical factor in driving the organization toward sustainable success. The Company therefore focuses on creating a working environment that supports growth in capability, career advancement, and quality of life alongside the development of a fair, transparent, and market-competitive human resource management system. The Company places particular importance on building employee engagement so that employee take pride in the organization, are motivated to perform, and are prepared to grow alongside the organization over the long term.

3.3.1 Employee Engagement

The Company places importance on employee engagement as a key factor affecting work performance, talent retention, and the Company's sustainable growth. The Company therefore includes employee engagement assessment as one of its key human resource management processes and conducts regular surveys to gather employee perspectives on the working environment, work systems, relationships with supervisors, development opportunities, and confidence in the Company. The results are used to enhance employee satisfaction going forward.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
● Employee Engagement level \geq 70%	● Employee Engagement level > 70%	● Employee Engagement level > 75%

Action Plan

The Company conducts employee engagement surveys using questionnaires covering employees at all levels. The results are analyzed in aggregate and compiled into a summary report for management use in defining management approaches, improving the working environment, work processes, training and development, supervisor-employee relationships, and welfare and policies to better respond to employee needs. The 2025 employee engagement survey result was 82.59%, with details as follows:

Number of employees	1,236 persons
Employee Engagement Survey Response Rate	70.95%
Employee Engagement score	82.59%

In 2025, 143 employees voluntarily resigned a voluntary turnover rate of 11.35% of total employees, similar to the prior year (10.90%). The Company continuously monitors and manages the turnover rate to maintain employee continuity and strengthen employee engagement.

The Company places importance on understanding the causes of resignation all voluntarily resigning employees participate in an Exit Interview conducted by the Human Resources Department in accordance with organizational standards, to gather feedback and suggestions on their working experience across dimensions including: nature of work and career development opportunities, leadership and management, compensation and benefits, and working environment and organizational culture.

Exit Interview data is collected, analyzed, and compiled into statistical reports to identify trends and key factors contributing to employee turnover. The Human Resources Department presents analysis results to management and relevant departments for use in defining improvement measures. Turnover statistics by group are as follows:

All Employees			
Year	Total Employees	Voluntary Resignations	Voluntary Turnover Rate
2023	1,286	159	12.36%
2024	1,303	141	10.82%
2025	1,261	143	11.34%

Examining by level: C-Level executives have a very low turnover rate; middle management turnover in 2025 decreased from 2023 and 2024; while operational staff have the highest turnover rate. Although the operational staff voluntary turnover rate in 2025 (12.43%) increased slightly from 2024 (11.99%), the number of operational staff resignations in both 2024 and 2025 was 126 showing no absolute increase, reflecting improvement efforts. The primary resignation causes in this group relate to the nature of work or personal reasons of employees.

C-Level Executives			
Year	Total	Voluntary Resignations	Rate
2023	7	0	0.00%
2024	9	0	0.00%
2025	9	0	0.00%

Senior Executives			
Year	Total	Voluntary Resignations	Rate
2023	7	1	14.29%
2024	7	0	0.00%
2025	11	1	9.09%

Middle Management			
Year	Total	Voluntary Resignations	Rate
2023	50	3	6.00%
2024	38	4	10.53%
2025	34	1	2.94%

Operational Staff			
Year	Total	Voluntary Resignations	Rate
2023	1,030	140	13.59%
2024	1,051	126	11.99%
2025	1,014	126	12.43%

Officer-Level Employees			
Year	Total	Voluntary Resignations	Rate
2023	192	15	7.81%
2024	198	11	5.56%
2025	193	15	7.77%

For high-potential employees (Talent) in 2025, the Company had a total of 220 Talent employees, with 15 voluntary resignations a turnover rate of 6.82%, lower than the overall voluntary turnover average reflecting the effectiveness of the Company's Talent management and development approach.

Year	Total Talent	Talent Voluntary Resignations	Rate
2023	152	7	4.61%
2024	101	5	4.95%
2025	220	15	6.82%

Performance Results

A total of 875 employees participated in the employee engagement survey a response rate of 70.95% with an employee engagement score of 82.59%, exceeding the defined target. Results reflected that overall employee engagement is at a good level, demonstrating employee confidence in the Company and management approach

Year	Target	Performance
2024	Employee Engagement level \geq 70%	Employee Engagement level 77.55%
2025	Employee Engagement level \geq 70%	Employee Engagement level 82.59%

The Company communicated the survey results to employees via email. Employees also provided additional suggestions, particularly regarding internal communication on policies and operational guidelines, to enhance understanding and management transparency.

The Company applied survey results and employee suggestions to analyze and inform the review of the human resource management approach to better align with employee needs and strengthen engagement and work effectiveness, through the following approaches:

1. Promote career development and advancement through training and capability development.
2. Review compensation to ensure appropriateness with job roles, responsibilities, and market-competitiveness alongside developing health and quality of life benefits to better respond to employee needs.

3. Strengthen supervisor roles and leadership, emphasizing communication, feedback, and participation in management.
4. Develop modern technology, equipment, and work systems to support operational efficiency alongside improving the working environment to enhance employee quality of life.
5. Promote organizational culture and teamwork to build collaboration and a positive working atmosphere within the Company.

3.4 Occupational Health, Safety, and Working Environment (Head Office)

The Company has consistently placed importance on the health, safety, and quality of life of employees and suppliers working on Company premises believing that employees are the most critical resource in driving the organization toward sustainable growth. Occupational Health, Safety, and Working Environment management is therefore embedded as part of the policy and management processes at every organizational level. The Board of Directors plays a role in overseeing operations, reviewing and approving the Occupational Health, Safety, and Working Environment Policy, and periodically monitoring performance against this policy to ensure that operations comply with applicable laws and relevant standards and are aligned with the organization's sustainable development goals including promoting ongoing health and safety activities, as follows:

(Reference: TEAM Consulting Engineering and Management Public Company Limited Announcement No. 25/2022 Occupational Health, Safety, and Working Environment Policy)

(1) Work-Related Health Care

5S Activity

In 2025, the Company organized a 5S competition across all departments, to encourage all employees to adopt 5S work habits (Sort–Set in Order–Shine–Standardize–Sustain) with the objectives of improving and maintaining an orderly, hygienic, and safe working environment; improving organizational work efficiency by reducing losses and accident risks; and providing opportunities for everyone to express creativity and collaboration in improving the working environment. A 5S Working Group was established to oversee and track implementation in each department, define competition criteria, promote the program, and evaluate results. Outcomes include all employees participating in organizing and maintaining workplace cleanliness a more convenient and safer environment with reduced accident risks and greater work confidence as well as an organizational culture that continuously promotes hygiene and safety, and recognition for award-winning employees.

Annual Health Check-up

The Company places continuous importance on employee health, providing annual health check-ups to assess occupational health risks and monitor employee health on a preventive basis (Preventive Health) covering standard examination items required by law, additional examinations based on occupational health risks for each job group (such as hearing and vision checks), and physician consultations with individual health recommendations. Health data obtained from check-ups is recorded and used to analyze trends for long-term health planning, alongside health promotion activities such as exercise promotion and disease prevention education to ensure employees receive comprehensive health care and have clear insight into their own health status, reducing the likelihood of chronic disease and work-related accidents.

Influenza Infection Risk Reduction

To reduce infection risk with a focus on preventing transmission, reducing illness likelihood, and building awareness of personal hygiene and health care in relation to seasonal influenza, the Company arranges for healthcare providers to deliver vaccination services to employees on Company premises, and provides discounted vaccination services for employees' family members on an annual basis.

(2) Occupational Health and Safety Participation and Communication

The Company promotes employee participation and builds awareness of occupational health and safety through multiple channels publishing safety and occupational health policies through the Company's Intranet and website, sending promotional emails to employees about disease prevention measures during influenza season, and installing bulletin boards providing guidance on workplace health care and safety.

The Company also provides channels for employees to submit suggestions or report safety issues, and provides guidance on safe practices to employees and suppliers, to build a safe and health-friendly working environment.

(3) Employee Occupational Health and Safety Training

The Company places importance on building occupational health and safety knowledge, understanding, and skills among employees to prevent work accidents, reduce potential risks, and promote a safe and appropriate working environment through continuous delivery of relevant training courses for both existing and new employees. Key performance results are summarized as follows:

Basic Life Support (BLS) Training

To ensure employees have knowledge and understanding of first aid and Basic Life Support enabling them to assist colleagues or others who are injured or acutely ill

correctly and safely, and to reduce the risk of pre-hospital death the Company delivered the Basic Life Support training program to strengthen basic life-saving skills and enhance workplace safety. 56 employees completed the training.

Supervisor-Level Safety Officer Training

To develop knowledge and understanding of the duties of supervisor-level safety officers, the key provisions of workplace safety laws, and methods for preventing work-related hazards — 20 employees completed this program, enhancing capabilities for supervising and preventing workplace hazards at the department level.

Occupational Safety, Health, and Working Environment Training for General Employees and New Employees under the Occupational Safety and Health Act B.E. 2554 (2011)

To develop knowledge and understanding of occupational safety, health, and working environment standards, compliance requirements, and key provisions of relevant laws 42 employees completed this training, promoting correct work practices and reducing accident and occupational illness risks.

Specialized Safety Training for Employees and Contractors at Work Sites:

- Work accident prevention including Work at Height, Lifting Safety, Hot Work, and Electrical Safety
- Emergency preparedness including fire evacuation drills and fire extinguisher use
- Delivered to all employee levels including management teams and contractors

Occupational Health and Safety Training Course	Number of Participants
Basic Life Support (BLS)	56 persons
Supervisor-Level Safety Officer	20 persons
Occupational Safety, Health, and Working Environment for General and New Employees OHS Act B.E. 2554	42 persons

These activities are part of the Company's Occupational Health and Safety management system, to ensure efficient operations in compliance with applicable laws.

(4) Employee Health Promotion

The Company places importance on promoting physical and mental health conducting employee health risk assessments and running ongoing exercise programs and activities to support employee wellbeing, reduce work-related health risks, and create a work-life balance.

Exercise for Health Activity

The Company supports 50% of exercise-related costs for interested employees, with the objectives of promoting physical and mental health, reducing stress, and creating work-life balance. Activities include yoga, aerobics, badminton, and futsal helping employees improve physical fitness, reduce work-related stress, increase energy and enthusiasm, and build positive employee relationships through shared activities.

Organizational Fitness Facility

In 2026, the Company established a Fitness Facility for employees within the office building, demonstrating its commitment to preventive health promotion and creating a working environment that supports holistic wellbeing both in the short and long term.

The Company targets providing employees with convenient and equitable access to exercise within the workplace reducing time and commuting constraints and supporting continuous health behavior development. This initiative aims to reduce long-term health risks, enhance work readiness, and support work-life balance. The Company has allocated appropriate space within the building, equipped with basic exercise equipment meeting diverse usage needs, with clear usage guidelines and safety measures, alongside communication and promotion to encourage employee participation. Utilization is continuously monitored and evaluated for data-informed management improvement.

Free Health Check-up Activity for Suppliers

The Company's commitment extends beyond employee health it also cares for the health and wellbeing of suppliers who play an important role in organizational operations. The Company provides free health check-up services for suppliers working with the Company, to support their capacity to work effectively and safely. This activity aims to reduce health risks that may arise during operations, support suppliers' health readiness, build good relations between the Company and its suppliers, and promote a safe and health-friendly working environment for all parties.

Accident and Hazard Prevention

The Company places the highest priority on employee safety and health defining stringent accident and hazard prevention measures for the workplace and elevating safety standards in accordance with legal requirements and international best practices. In 2025, the Company conducted regular safety inspections and assessments within the building by

safety specialists covering key areas including fire escape staircases, restroom corridor walkways, indoor air systems, and road surfaces at building entrances and exits and implemented corrective measures including: organizing and prohibiting obstruction of fire escape routes; improving entrance/exit road surfaces with level differences; requiring personnel working at height to use standardized Personal Protective Equipment (PPE); and maintaining walking surfaces such as reinforced concrete floors in smooth, safe condition to reduce slip and fall risks and improve accessibility for all users. Warning signs were installed in high-risk areas such as staircases, slippery floors, and construction or maintenance zones within the building. Electrical systems, office equipment, furniture, and air system grilles were continuously inspected to ensure all equipment is in ready-to-use and safe condition for employees.

Emergency Preparedness

The Company has established emergency preparedness guidelines, conducting annual fire evacuation drills with clearly visible emergency exit signs to enable safe employee evacuation in the event of an incident. The Company also inspected and maintained the Fire Pump system to ensure full operational readiness in emergencies conducted to safety standards and verified by specialists. Firefighting equipment such as fire extinguishers and smoke detection systems are maintained in ready-to-use condition at all times. Elevator systems are regularly inspected to safety standards to ensure safe and efficient operation for employees and users in all situations, including emergencies. CCTV cameras and building alarm systems have been installed to enhance security for employees and Company assets.

Health and Safety Performance Monitoring and Management

The Company continuously collects, analyzes, and monitors health and safety performance data including work accident data, occupational illness statistics, safety inspection results, occupational health and safety activity participation, and Exercise for Health activity outcomes for comparison against defined targets and use in reviewing and improving safety measures to be appropriate and aligned with actual working conditions.

Participation tracking data is analyzed for employee health and wellbeing trends, for use in planning health promotion activities and working environment improvements supporting long-term health risk reduction and fostering a culture of health care alongside safe working practices within the organization.

Performance vs. Targets

In 2025, 1 employee experienced a non-lost-time work accident at an off-site work location from a slip and fall during a site inspection. The Company implemented measures to enhance employee safety awareness and improved work practices to prevent recurrence. In addition, 4 lost-time injury cases were reported from motorcycle accidents and electric

shock and no contractor lost-time injuries or fatalities were found. The Lost Time Injury Frequency Rate (LTIFR) for employees was 0.33 higher than 2024, but with no fatalities or permanent disabilities from work accidents (Major Accidents), in accordance with defined targets.

	2023	2024	2025
3-Year Lost-time injuries from work (cases)	0	0	4
LTIFR — Employees			
• Employee work fatalities	0	0	0.33
• LTIFR — Contractors in Company premises	0	0	0
Major Accident rate — Employees	0	0	0
Major Accident rate — Contractors in Company premises			
• Non-serious injuries (employees) (cases)	0	0	0
• Occupational illness (employees) (cases)	0	0	0
Lost-time injuries from work (cases)	0	3	1
LTIFR — Employees	0	0	0

Note: 2025 LTIFR calculated from 4 LTI cases / 2,449,440 working hours (1,261 employees × 8 hours × working days as defined by the Company).

(5) Employee Health and Safety Performance and Targets

	Long-Term Target 2027	2024 Performance	2025 Performance
Fatality rate (Zero Accident)	0	0	0
LTIFR	0	0.33	0.33

(6) Three-Year Last Time Injury (LIT) framework Records (cases)

Year	Total Employees	Fatalities	Rate per 1,000
2023	1,286	0	0.00
2024	1,303	0	0.00
2025	1,261	0	0.00

Following the Company's continuous implementation of workplace safety measures, 5 work accident cases were identified in 2025, 4 LTI cases and 1 non-lost-time case primarily from motorcycle accidents, slip and fall during site inspection, and electric shock. This corresponds to a Lost Time Injury rate of 0.33, which represents an increase compared to 2024. All cases underwent Root Cause Investigation and close follow-up of impacts on affected employees including inquiries about medical treatment access, investigation of lost-time injury causes, and preparation of more stringent preventive measures. All fact-finding investigations found no errors in the service access process, and all employees involved in work accidents were properly coordinated, referred, and received medical treatment in full accordance with defined procedures and in compliance with relevant safety standards.

The Company targets continuously reducing the work-related lost-time injury rate, with a goal of reaching **0 by 2027**, while maintaining a work fatality target of 0 cases through elevated risk control measures and proactive prevention, including: review of safety measures for high-risk work, safety training for employees and contractors, pre-work site inspection and risk assessment, and the definition of recurrence prevention measures working toward zero work accidents in the future.

3.5 Occupational Health, Safety, and Working Environment (Project Sites)

The Company translates its organizational-level safety governance policy and structure (Sections 3.1–3.4) into practical implementation at the project level in a systematic manner, defining specific measures for employees and contractors working on project sites covering safety, occupational health, and environmental management, as follows:

(1) Health and Safety

3.5.1 Policy and Governance

- **Board-level Governance:** The Company designates safety as a core mission under Board-level oversight, emphasizing a Proactive Culture and Holistic Well-being for employees both physical and mental. See Section 3.4 for further details.
- **Monitoring Structure:** Elevated through the Risk Management and Sustainability Committee, with quarterly monitoring and reporting of serious incidents to the Board within 24 hours.

3.5.2 Risk Management and Outcomes

- **Leading Indicators:** Transitioning measurement from accident statistics (Lagging) to preventive indicators. 2026 is the first year for formal Near Miss data collection, with a target to increase reporting by 50% per year.
- **Training:** Applying Kirkpatrick's Training Evaluation model to measure on-site behavioral outcomes covering high-risk work such as Confined Space and Work at Height.

3.5.3 2025 Performance

- **Actual statistics:** 5 work accident cases, 4 LTI and 1 non-lost-time. Primary causes: motorcycle accidents, slip and fall during site inspection, and electric shock.
- **Analysis:** Root Cause Investigation conducted for all cases, with close follow-up on impacts to affected persons for use in improving proactive preventive measures.

Key Performance Indicators (KPIs)

KPI	Unit (OSHA)	2023	2024	2025	Target (2027)
Total working hours (employees)	Hours	130,800	384,064	2,449,440	—
Fatalities	Cases	0	0	0	0
LTIFR	Per 200,000 hrs	0	0	0.33	0 (Zero Harm)
LTI (Lost Time Injury)	Cases	0	0	4	0
TRIR (Total Recordable Incident)	Per 200,000 hrs	0*	0*	0.41	< 0.10
Severity Rate (days lost)	Days/200,000 hrs	0*	0*	3.35	Continuously decreasing
Non-serious injuries (Medical Treatment)	Cases	0	3	1	Continuously decreasing
Post-training pass rate	%	85*	92*	100	100%

- LTIFR 2025: $4 \text{ LTI} / 2,449,440 \text{ hrs} \times 200,000 = 0.33$ (OSHA standard, 200,000-hr base)
- *TRIR: $5 \text{ total recordable incidents (LTI 4 + Medical 1)} / 2,449,440 \text{ hrs} \times 200,000 = 0.41$
- Severity Rate: $41 \text{ lost days} / 2,449,440 \text{ hrs} \times 200,000 = 3.35$
- 2023–2024 values marked (*) are estimates during system development. From 2025 onwards, values are actual, verified by the Safety Department.
- Working hours calculated from $1,260 \text{ employees} \times 8 \text{ hrs} \times \text{Company-defined working days}$.

3.5.4 Corrective Action Plan

Based on Root Cause Analysis of all 4 accident cases, the Company has defined systemic corrective measures as follows:

Issue	Measure	Action Details	Timeline
Travel (motorcycle)	Safe Riding Policy	Mandatory safe riding training for all employees; define safe routes and travel times	Q2/2026
Slip and Fall	Anti-slip Prevention	Install anti-slip measures in all high-risk project areas; weekly Safety Walk; EN ISO 20345 safety footwear	Implemented
Electrical Shock	LOTO + Electrical Safety	Review Lock Out/Tag Out for all projects; Electrical Safety training for employees and contractors; monthly inspections	Implemented
Monitoring	Board-level Review	Risk Management Committee quarterly monitoring; LTIFR target = 0 by 2027	Ongoing

2026 Safety Roadmap

Following the LTIFR increase in 2025, the Company defines a preventive safety system elevation plan with the primary goal of developing Safety Culture through the first formal Near Miss Reporting system.

Key Measure: Near Miss Reporting System (Baseline Year 2026)

Action	Details
Launch formal Near Miss reporting system	Develop digital reporting system (replacing paper) for employees and contractors across all projects. Designate 2026 as the Baseline Year for this indicator.
Target setting	Target 50% increase in Near Miss reports per year to reflect a strengthening Proactive Safety Culture.
Root Cause and Lessons Learned	All reported Near Misses must undergo Root Cause Analysis with Lessons Learned disseminated to all projects.

Action	Details
Board reporting	Near Miss statistics included in Risk Management and Sustainability Committee meeting agenda every quarter from Q3/2026.

3-Year Targets (2026–2028):

- 2026: Launch system, collect baseline data, define Baseline.
- 2027: Increase reporting by 50% from baseline; reduce LTIFR back to zero.
- 2028: Report Near Miss data to FTSE Russell for the first time with 3-year complete data.

(2) Environmental Management

3.5.5 Risk-based Environmental Policy

- **High Risk Zone:** Manage pollution (dust, noise, wastewater, waste) based on risk levels. Projects within 500 meters of sensitive areas (communities/hospitals) must apply measures more stringent than legally required.
- **Beyond Compliance:** Define proactive targets exceeding legal requirements, referencing WHO air quality guidelines for high-risk projects.

3.5.6 Resource and Waste Management

- **BIM and LCA:** Apply BIM technology to calculate material quantities to reduce construction waste at source, and use Life Cycle Assessment (LCA) in selecting low-carbon materials.
- **Quantitative targets:** Developing a waste quantity (tonnes) and recycling ratio data collection system for all projects. Expected to commence formal reporting from 2026.

3.5.7 Climate and Engagement

- **Carbon Quantification:** Committed to reporting greenhouse gas emission reductions in tCO₂e in accordance with international standards. LCA-based data is currently being collected and verified expected to commence formal reporting in 2026.

Key Air Quality Indicators

Indicator	Unit	2023 (Base)	2024	2025	Proactive Target
Carbon monoxide (CO)	ppm	Below standard	0.002	0.002	< 26 (WHO)
Sulphur dioxide (SO ₂)	ppm	Below standard	0.003	0.003	< 0.014 (WHO)
Nitrogen dioxide (NO ₂)	ppm	Below standard	0.032	0.032	< 0.013 (WHO)
PM10 dust	mg/m ³	Below standard	0.033	0.033	Decrease 10% from 2025 base
PM2.5 dust	mg/m ³	Below standard	0.044	0.044	Decrease 10% from 2025 base

*Waste management data (volume in tonnes, recycling ratio, number of CWMPs) is under data collection system development. Expected to commence reporting from fiscal year 2026.

3.6 Equality and Diversity

(1) Fair and Non-discriminatory Human Resource Management

The Company places importance on equality and the fair treatment of all personnel with no discrimination on the basis of gender, age, ethnicity, status, disability, or any other difference. Male and female employees performing similar work receive compensation consideration and advancement opportunities using the same criteria based on educational qualifications, experience, knowledge, capabilities, and work-relevant competencies. Throughout 2025, the Company reported no discrimination complaints of any form, and continues to promote an organizational culture grounded in mutual respect with continuous care for the wellbeing of personnel at all levels.

(2) Protection of Human Rights and Compliance with Child Labor Laws

The Company strictly complies with the Labor Protection Act B.E. 2541 (1998) and universal human rights principles with a defined applicant age verification and qualification screening process prior to commencing employment, to prevent child labor or unlawful employment.

In 2025, Company employees ranged in age from 21 to 68 years, and no human rights violations, child labor, or forced labor incidents were identified. The Company conducts annual human rights risk assessments and focuses on verifying that suppliers and contractors in the supply chain adhere to the same standards.

(3) Fair, Transparent, and Industry-Competitive Compensation Policy

The Company has a compensation policy that is fair, transparent, and aligned with employee job responsibilities and performance designing the compensation system in accordance with the Company's internal salary structure and competitive with the labor market, to ensure employees receive total compensation at an appropriate level sufficient for livelihood and in compliance with labor law requirements. The Company's compensation system covers salary, overtime pay, annual bonus, allowances, and various benefits based on principles of equity and non-discrimination regardless of work location, department, age, or gender in strict compliance with labor law requirements. Market data, economic conditions, Company growth, performance, and competency are all considered to ensure fair and appropriate compensation aligned with employee potential and job roles.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> 100% of employees receive basic wages not less than the legally required minimum total compensation under principles of fairness, transparency, and non-discrimination — within the Company's internal salary structure 	<ul style="list-style-type: none"> Monitor appropriateness of compensation system referencing labor market data use Performance and Competency as compensation factors 	<ul style="list-style-type: none"> Develop compensation to be appropriate, fair, and supportive of Company growth in compliance with labor laws

Action Plan

The Company manages compensation through comparison of internal employee compensation, the Company internal salary structure, and labor market data from reliable external sources to inform overall compensation appropriateness reviews. Employee compensation data is monitored annually, broken down by position level and gender, to support fair and non-discriminatory compensation. Performance and Competency assessment results are used as inputs in compensation determination to ensure appropriateness and alignment with employee job roles.

Performance Results

In 2025, the Company paid basic wages to 100% of employees at not less than the legally required minimum, and delivered total compensation in accordance with defined policies and criteria. The Company paid a total of approximately 961 Million Baht in

employee compensation comprising salary, annual bonus, overtime pay, allowances, provident fund contributions, and other remuneration demonstrating compensation aligned with defined targets. Compensation data is monitored annually as a basis for setting targets and defining approaches for the following year.

Employee Compensation Summary 2025

Level	Male	Female
Senior Executives		
Number of employees	5	2
Total compensation (Baht)	27,116,956.00	5,323,305.00
Average compensation ratio (Male : Female)	2.04	1.00
Middle Management		
Number of employees	21	6
Total compensation (Baht)	61,132,382.00	15,995,846.00
Average compensation ratio (Male : Female)	1.09	1.00
Operational Staff		
Number of employees	719	313
Total compensation (Baht)	559,909,977.00	196,530,326.00
Average compensation ratio (Male : Female)	1.24	1.00
Officer-Level Employees		
Number of employees	35	160
Total compensation (Baht)	14,131,120.00	80,679,147.00
Average compensation ratio (Male : Female)	0.80	1.00
Total		
Number of employees	780	481
Total compensation (Baht)	662,290,435.00	298,528,624.00
Average compensation ratio (Male : Female)	1.37	1.00

Analysis of employee compensation data by position level in 2025 shows that average compensation differences between genders are related to workforce structure and employee distribution across career tracks particularly in engineering functions where male employees constitute a higher proportion at operational and management levels, while female employees represent a higher proportion in certain position groups such as officer-level roles.

The Company affirms that compensation determination adheres to the principle of "Equal Pay for Work of Equal Value" with no gender-based compensation differentials for equivalent job roles. Differences observed reflect factors relating to job structure, experience, and career advancement pathways, rather than gender discrimination. To promote long-term balance and equity, the Company focuses on continuous Diversity, Equity and Inclusion (DEI) work placing importance on:

- Increasing development and advancement opportunities for female employees in engineering and related functions.
- Supporting equitable access to management positions for employees of all genders.
- Regularly monitoring and reviewing compensation equity indicators.

In 2026, the Company plans to apply this analytical data to review the compensation structure for appropriateness, transparency, and alignment with good governance principles, applicable labor laws, and relevant international standards.

Compensation Performance

Year	Compensation Target	Compensation Performance
2025	100% of employees receive basic wages not less than legally required, and total compensation per defined policies and criteria	100% of employees received basic wages not less than legally required, and received total compensation per defined policies and criteria

(4) Employee Benefits

The Company provides statutory benefits as required by law, and additional benefits beyond statutory requirements to all employees equitably without discrimination, responsive to employee needs, cost-effective relative to organizational budget, and communicated clearly to employees. Employees are given opportunities to participate in defining appropriate benefits through employee representatives through the Welfare Committee established under Section 96 of the Labour Protection Act B.E. 2541 (1998), with responsibilities including:

1. Joint discussion with management on the provision of employee benefits.
2. Providing consultation and recommendations to the Company on employee benefit arrangements.

3. Inspecting, controlling, and monitoring Company-provided employee benefits.
4. Proposing ideas and guidelines for beneficial employee welfare to the Welfare and Labour Committee.

Statutory benefits provided include social security fund and compensation fund contributions as required by law. Additional benefits beyond statutory requirements include:

1. Group health insurance, life insurance, and personal accident insurance
2. Annual health check-ups
3. Funeral assistance and employee death benefits
4. Provident fund
5. Birth gift
6. Service length awards
7. Annual vaccination
8. Access to low-interest loans through MOU arrangements with financial institutions as an employee benefit
9. 50% exercise expense subsidy (aerobics, yoga, badminton, futsal) and Fitness Facility within the building
10. Illness visits

In addition, the Company provides benefits in accordance with Thai labor law and Company employment policies employees with at least 120 days of service are entitled to severance pay upon termination or upon reaching retirement age at legally defined rates, and long-term benefits including awards for employees completing 5, 10, 15, 20, and 25 years of service.

(5) Performance Evaluation

The Company has defined performance evaluation criteria and methods covering both Performance and Competency dimensions to ensure that employee work evaluation is clear and that employees develop capabilities appropriate and aligned with their roles.

This evaluation supports fairness in compensation determination, work motivation, and overall employee capability development.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> ● Performance evaluation 2 times/year ● Competency evaluation 1 time/year ● 100% of employees at all levels evaluated per defined schedule 	<ul style="list-style-type: none"> ● Maintain standard and consistency of performance and competency evaluation covering all employees at all levels and in all departments 	<ul style="list-style-type: none"> ● Maintain standard and consistency of performance and competency evaluation covering all employees at all levels and in all departments

Action Plan

The Company conducts employee performance evaluations twice per year (Round 1: January to May 2025 / Round 2: June to October 2025) and a competency evaluation once per year (January to September 2025). Supervisors and employees jointly discuss performance to continuously improve work effectiveness.

In 2025, the Company conducted performance evaluations for executives and employees at all level, using individual evaluation results to determine annual compensation to align with employee performance and create work motivation and to analyze results for planning development programs and training courses for further employee capability development.

Performance Results

In 2025, the Company completed all performance and competency evaluations as planned with all employees at all levels evaluated per the defined schedule. Results were used as data for employee capability development, career advancement consideration, and appropriate compensation determination, consistent with employee roles and responsibilities.

Year	Target	Performance
2025	<ul style="list-style-type: none">• Performance evaluation 2×/year• Competency evaluation 1×/year• 100% of employees at all levels evaluated within the defined schedule	<ul style="list-style-type: none">• Performance evaluations conducted:<ul style="list-style-type: none">- Round 1: January–May 2025- Round 2: June–October 2025• Competency evaluation conducted<ul style="list-style-type: none">- January–May 2025• 100% of employees at all levels evaluated

(6) Employee Health Care

The Company places importance on employee health and wellbeing providing annual health check-ups with necessary screening, as well as free annual influenza vaccination services with special discounts for employees' family members to strengthen immunity and continuously promote the health of employees and their families. The Company is committed to developing health benefits and improving quality of life for all employees.

Beyond preventive health care, the Company places importance on supporting employees in unforeseen situations through Employee Crisis Support promptly reaching out to check on employee wellbeing when crises occur such as natural disasters, floods, residential emergencies, or situations affecting employee safety and wellbeing, and providing assistance as needed such as information on emergency contact services, initial

assistance, or work arrangement facilitation such as temporary flexible work arrangements to enable employees to appropriately care for themselves and their families.

These actions reflect the Company's commitment to employee wellbeing both physically and mentally including organizational support for employees during critical times to ensure they can safely navigate events with appropriate organizational care.

(7) Leave and Return-to-Work Management

The Company places importance on Work-Life Balance to promote employee quality of life providing opportunities for employees to appropriately exercise statutory leave rights in accordance with labor law requirements. The Company has established leave management and return-to-work guidelines to help employees smoothly transition back to work after leave. In 2025, employees used their annual leave entitlement at an average of 74.13% of total employees. The Company continuously monitors and evaluates employee leave utilization to develop policies and benefits aligned with employee needs, helping employees maintain work-life balance.

(8) Systematic Working Hours Management in Compliance with Labor Laws

The Company manages employee working hours in compliance with labor law criteria allocating workloads appropriately to the nature of engineering projects and workplace safety requirements, with clearly defined overtime approval processes and legally correct overtime pay rates. Working hour data is regularly monitored to reduce health and fatigue risks among personnel particularly employees working on field and site projects, which have more demanding and different working environments compared to regular office work.

(9) Complaints System and Zero Retaliation Complainant Protection Policy

The Company promotes the reporting of inappropriate conduct or actions that may violate laws and ethics with employees able to file complaints through designated channels including online systems, complaint boxes, employee representatives, and direct Human Resources contact. The Company strictly enforces a "Zero Retaliation" policy prohibiting any form of retaliation or discrimination against complainants in all cases. All complaints are investigated by an independently assigned working group to ensure impartial, verifiable outcomes that can be reported directly to senior management.

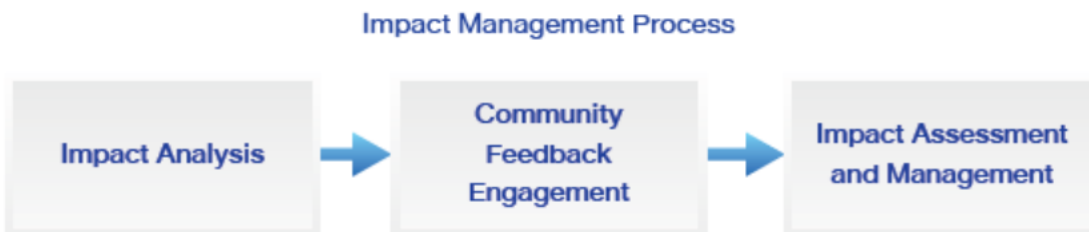
3.7 Community Development and Social Relations

The Company places importance on communities and society as a foundational pillar of sustainability particularly in its role as a consulting and construction supervision firm that operates in close proximity to community areas. The Company therefore focuses on integrated impact management to reduce negative factors such as pollution and traffic disruption, while creating positive factors to elevate local quality of life and economies so that business and society grow together in a stable and sustainable manner.

3.7.1 Proactive Impact Management

To ensure effective management, the Company employs a systematic impact management approach as follows:

- **Assessment and Monitoring:** Environmental and social impact assessments are conducted, with systematic waste management measures defined.
- **Feedback Mechanism:** Feedback and complaint channels are established throughout the project lifecycle to prevent legal disputes and protect corporate reputation.
- **Accountability Structure:** The Corporate Communications Department is assigned to oversee overall engagement, while Project Managers serve as the primary on-site responsible persons inspecting and resolving issues within defined timeframes.



Based on Social Impact Assessments (SIA) and economic, social, and environmental analyses including community health and quality of life factors gathered through questionnaires and consultation with community leaders and representatives, the Company has summarized the impacts and defined appropriate mitigation measures as follows:

Community Impact	Mitigation Measures
Impacts on community housing and land	<ul style="list-style-type: none"> • Adjust construction plans in response to community requirements — such as repositioning certain project components to reduce residential impact. • Develop sustainable infrastructure — such as designing railway stations accessible to all passenger groups including persons with disabilities, and developing connecting routes to facilitate public access.
Impacts on local water sources and environment	<ul style="list-style-type: none"> • Educate the public through training on construction safety standards and the use of environmentally friendly technologies. • Plant trees to restore areas around construction sites. • Apply smart systems in project management — such as BIM (Building Information Modeling) — to improve efficiency and reduce waste in construction processes.

Community Impact	Mitigation Measures
	<ul style="list-style-type: none"> Establish construction site wastewater management guidelines. Provide community assistance during emergency events such as flood relief.
Changes to local traffic conditions and public mobility	<ul style="list-style-type: none"> Establish appropriate transport arrangements by designing diversions and temporary traffic routes to minimize impacts on public travel.
Noise, dust, and pollution from construction processes	<ul style="list-style-type: none"> Install dust and noise barriers to reduce impacts on communities residing near construction sites. Deploy water sprinkler vehicles along the full construction route to suppress dust in the construction area.

Performance Results

Beyond implementing the impact management approach, the Company also gives importance to community needs and expectations for local development categorized into three dimensions: quality of life, community economy, and knowledge promotion and transfer. The Company has accordingly defined measures to reduce impacts and respond to community needs within these expectations, as follows:



To respond to community needs and expectations and build good social relations, the Company is committed to implementing its community and social impact management approach to ensure that operations are conducted responsibly and can balance organizational growth with potential societal impacts. In 2025, the Company implemented the following defined strategies:

Quality of Life Development

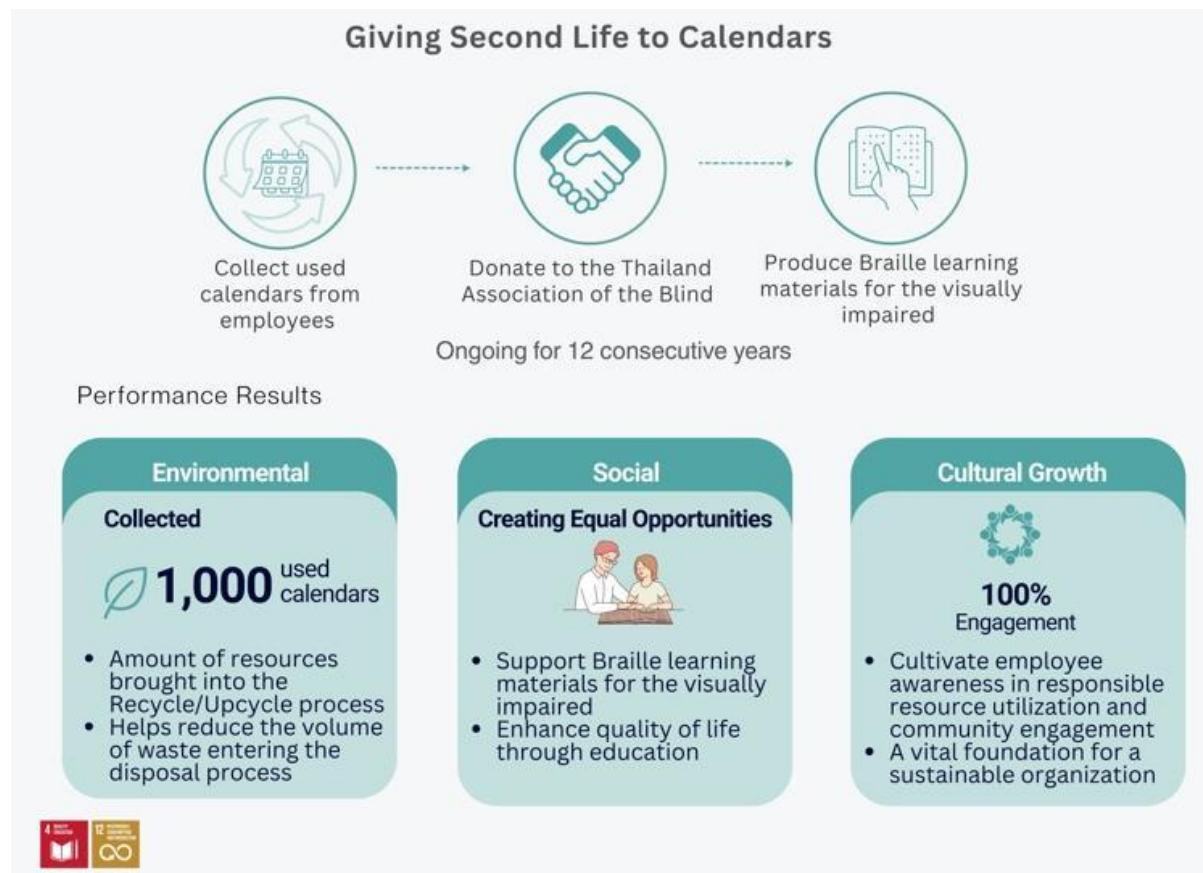
1. Community Health and Quality of Life Care

(1) The Company considers the health and quality of life impacts on community members arising from its construction operations, and therefore develops various projects to support the convenience of local residents and service users primarily the local public through sustainability-conscious infrastructure design such as designing railway stations accessible to persons with disabilities, and developing connecting routes to facilitate public access.

(2) Training is provided to communities on safe construction standards and project management, enabling communities to apply knowledge in further development.

2. Cash and In-kind Donations

The Company recognizes and places importance on maximizing the value of resource reuse (Circular Economy) alongside promoting the quality of life of disadvantaged groups in society. One of its continuously running activities now in its **12th year** reflects the organization's unwavering social responsibility policy: the **desk calendar donation program**. In 2025, more than 1,000 used calendars were collected from employees, transforming office waste into valuable resources reducing the volume of office waste entering the disposal system, and promoting learning in the production of Braille materials to sustainably improve the quality of life of disadvantaged persons.



3. Volunteer Activities for Society

The Company places importance on contributing to social development through volunteer activities supporting flood victims, improving the quality of life of disadvantaged groups, and promoting environmental conservation.

In 2025, the Company carried out volunteer projects through collaboration mechanisms with both public and private sectors as follows:

Urgent social assistance: Donated a total of 240,780 Baht to flood victims in critical areas.

Area-based disaster relief and recovery: Donated financial assistance to flood victims in Nan Province and Hat Yai District, and to those affected by the Thai-Cambodia border situation to help alleviate basic hardship and enable community members to resume normal life more rapidly (Community Resilience).

Restoration of educational opportunities: Provided budget support for the repair and restoration of Darunwittaya School, Nan City Municipality (Ban Suan Tan) damaged by floods to urgently restore the school to normal conditions, enabling students to return to the education system in time and reducing the risk of dropout due to economic and disaster impacts.

- **Blood donation project — 34th consecutive year:** More than 189 executives and employees across the Group companies representing 15% of total employees donated 85,050 cc (189 units) of blood to the Thai Red Cross Society. The Company organizes this activity every 3 months. The blood collected helps replenish the reserve blood bank and can be used in medical treatment and life-saving for more than 560 patients in emergency cases (averaging 3 lives saved per unit).

- **Ecosystem conservation and climate change mitigation:** More than 100 executives and employees across the Group representing 8% of total employees jointly constructed 10 check dams and planted 100 trees at the Khao Krao area in collaboration with the Tha Khlo Sub-district Administrative Organization (SAO), Saraburi Province to slow water flow, increase topsoil moisture, and prevent riverbank erosion during the flood season, enhancing the surrounding ecosystem. The Company also collaborated with the Royal Thai Army Nature Study Center at Bang Pu, Samut Prakan Province, to plant 1,000 mangrove trees to strengthen the coastal ecosystem, filter pollution before it flows into the sea, serve as an important aquatic nursery for the community, and function as a highly efficient carbon sink (Blue Carbon). This project is estimated to sequester approximately 9.4–13.4 tCO₂e per year (based on a study on CO₂ sequestration by *Rhizophora spp.* in mangrove plantation areas in Thailand).

3.7.2 Knowledge Output Enhancement

As an integrated engineering consulting firm with expertise spanning civil engineering, rail systems, infrastructure, project management, environment, water resource management, and energy the Company places importance on developing community and societal potential through various projects under the concept of knowledge transfer to communities and society to promote learning and build understanding in engineering and environmental impacts. Projects promoting education in engineering and infrastructure development, climate change, and environmental issues focus on sharing knowledge with youth, investors, business sectors, and the general public, as follows:

1. Engineering Learning Site Study Program

The Company aims to give youth an understanding of engineering work processes and career guidance now in its 11th consecutive year. In 2025, 50 Mathayom 5–6 students from Nakhon Sawan School who are interested in engineering careers were brought to observe the Lopburi–Pak Nam Pho Double-Track Railway construction project. In prior years, 113 students who participated in the program subsequently gained admission to engineering faculties. The Company has also employed program graduates in engineer positions, helping create career stability for local youth and returning highly skilled labor to society, while addressing the Company's long-term engineering personnel shortage.

2. Scholarship Program

In collaboration with the TEAM GROUP Foundation, the Company has provided scholarships, educational materials, lunches, and clothing now in its 19th consecutive year with the aim of assisting underprivileged children and easing the financial burden on low-income parents.

In 2025, the Company supported 400 scholarships valued at 727,000 Baht in Nakhon Sawan, Nakhon Nayok, Chiang Mai, and Bangkok helping reduce dropout rates due to financial hardship, promoting educational equity, and achieving a 100% primary-to-secondary school continuation rate (Continuation Rate) among scholarship recipients while providing tangible relief to low-income families.

3. Expert Knowledge Seminars for the Public

As an integrated engineering and environmental consulting firm with expertise across multiple engineering disciplines, the Company focuses on supporting communities and society through its business processes by transferring the knowledge and experience of the Company's specialists to the public, so that it can be applied to planning, decision-making, and knowledge advancement to address situations that may impact communities, society, and the environment.

3.7.3 2025 Operational Strategy

- **Presentations to securities firms and institutional investors** including TISCO Securities Co., Ltd. and Bangkok Securities Public Company Limited with more than 130 financial institutions attending briefings on sustainability crisis topics such as Climate Change, El Niño-La Niña phenomena, and earthquake impact analysis to support analysts and fund managers in accurately assessing business sector risks.
- **Media interviews through television, online, and leading newspapers** including Thai PBS, Tan Lok with Trader KP, DB Sua Thao 2, TV3, TV5, TNN16, Prachachat Thurakij, and others totaling more than 90 appearances providing in-depth information on crisis topics such as the "Hat Yai Flood" and climate crises. Total Reach exceeded 1,000,000 views. A sample survey found that more than 42% of stakeholders continuously follow the information building confidence and adaptive capacity (Resilience) among the business and public sectors, and enabling informed decision-making to reduce flood and earthquake losses effectively.



- **Production of "Talk to TEAM" program** through the Company's social media channels covering topics such as "Rain Bomb in the Chao Phraya Basin," "Relocating the Capital What Should We Do?," and "AI Disruption The New Game of the Working World" with total viewership across all channels exceeding 50,000 viewers.



- **Establishment of a preliminary consulting center for earthquake-affected buildings** supporting government agencies and alleviating public concern (Public Assistance) through preliminary engineering consultations with emphasis on identifying structural risks to prevent loss of life and property in a timely manner. The Company's engineering team provided consultation to 398 members of the public, identified structural risks, and coordinated referrals of 23 critical cases to government agencies for public safety.

3.7.4 Impact and Outcomes

- **Reach:** Total views from television, online, and leading newspaper interviews exceeded 1,000,000, with social media viewers exceeding 50,000.
- **Awareness:** A sample survey found that more than 42% of stakeholders continuously follow the information building confidence and adaptive capacity (Resilience) among the business and public sectors, and enabling effective decision-making to reduce flood and earthquake losses.
- Establishment of a preliminary consulting center for earthquake-affected buildings.

Establishing a Preliminary Consultation Center for Buildings Affected by Earthquakes



3.7.5 Khlong Prem Prachakon Drainage Tunnel Project — Bang Bua Canal to the Chao Phraya River

Building on its track record, the Company remains committed to development and impact reduction for communities and society in line with its defined project strategies. The Company served as construction supervision consultant and project manager for the Khlong Prem Prachakon Drainage Tunnel Project from Bang Bua Canal directly to the Chao Phraya

River enabling drainage faster than the conventional canal network during the rainy season, to prevent and resolve flooding in Bangkok by improving the capital's drainage system efficiency. The project also has the capability to pump water from the Chao Phraya River back through the tunnel to dilute wastewater in Khlong Prem Prachakon, Khlong Bang Khen, Khlong Lak Si, and Khlong Bang Bua contributing to water quality improvement during the dry season. The project covers approximately 109 square kilometers, with direct beneficiary areas including Don Mueang, Sai Mai, Lak Si, Bang Khen, and Chatuchak districts consistent with Bangkok's Flood Prevention and Resolution Master Plan. Project scope includes: construction of 1 pumping station and drainage structure with a capacity of 60 m³/second (at Pak Khlong Sung), construction of 4 water intake structures (Bang Bua Canal intake: max. 60 m³/s; Khlong Prem Prachakon at Wat Lak Si: max. 40 m³/s; Khlong Prem Prachakon at Khlong Bang Khen: max. 40 m³/s; Khlong Prem Prachakon at Ratchada Road: max. 20 m³/s), and construction of a drainage tunnel of 5.7 m diameter and 13.60 km length.

In addition to the drainage tunnel, the broader Khlong Prem Prachakon comprehensive development project encompasses retaining wall construction, canal dredging to improve drainage capacity, flood prevention, wastewater treatment, and housing development — including resettlement and new land use planning alongside infrastructure development and the addition of green space along the canal. Three primary communities were affected by the water intake structure and retaining wall construction: Ruam Jai Phatthana Community, Sit Luang Pu Khao Community, and Wat Thewasunthon Community. The project collaborated with the Bangkok Metropolitan Administration (BMA) through negotiation to request voluntary relocation of canal-encroaching residences for retaining wall construction and landscape improvement, with housing provided under the Baan Mankong (Secure Housing) Program by the Community Organizations Development Institute (CODI), Ministry of Social Development and Human Security.

Community participation was built into this project by creating an atmosphere of dialogue and collaborative problem-solving with community needs at the center and by actively engaging communities in addressing the issues and impacts arising, with a focus on development that minimizes community impacts to the greatest extent possible.

Beyond reducing Bangkok's flooding problems, this project demonstrates the Company's ability to conduct business effectively while building good relations between the Company and communities promoting local economic and social development. The social and economic benefits can be summarized as follows:

Benefits to Communities	Benefits to the Company
<ul style="list-style-type: none"> • Continuous public relations ensure communities are consistently informed of project news and updates. • Local labor employment is created, reducing unemployment rates. • Local workers receive skills development and training, opening future employment opportunities in other projects. • Surrounding communities receive project information through multiple public relations channels — building awareness of future project benefits and maintaining continuous cooperation. • Community members in the project area develop a positive attitude toward the project, generating fewer complaints. 	<ul style="list-style-type: none"> • A complaints center/point enables the project to manage and resolve issues promptly when complaints arise. • Reduced cost of hiring new labor from outside the area, and improved community cooperation enabling projects to proceed smoothly. • Environmental impacts from construction are communicated in advance to surrounding communities. • Air and water quality in the project area is measured and maintained within standards, with continuous environmental quality monitoring measures that build community confidence. • Timely resolution of community issues results in zero or reduced community complaints. • Skills training and workforce development gives the Company access to specialized tradespeople within the local community. • Reduced personnel development costs. • Highly skilled and specialized teams and workforce result in error-free delivery of structures meeting engineering specifications. • The Company effectively manages project operations — able to mobilize and proceed according to plan.

Part 4:

Case Studies and Notable Projects

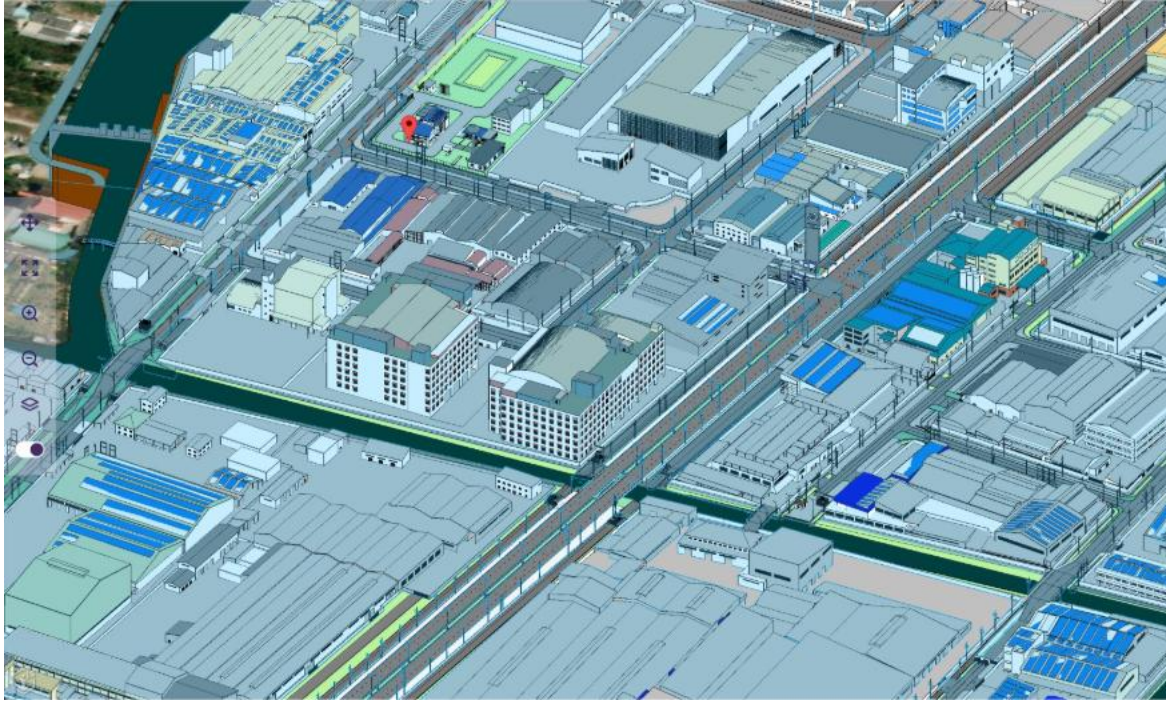
1. Examples of ESG-Successful Projects

Building Information Modeling (BIM) — Precious Timber Museum Construction Project



- **Digital Twin**

The Company has integrated Digital Twin technology to elevate the Industrial Estate Authority of Thailand's (IEAT) industrial estate management with greater precision. The system supports real-time weather and environmental quality monitoring, and manages core utilities at maximum efficiency to continuously meet business sector needs.



2. Innovations and Technologies Supporting Sustainability

2.1 Digital Twin System for Energy-Efficient Infrastructure Design

The Company develops Digital Twin solutions for real estate, smart city, and utility system projects. In 2025, 10 projects utilized Digital Twin technology. Key Client benefits include significantly reduced spatial and systems data collection time, accurate real-time data available for analytical decision-making, and Digital Twin revenue totaling 10,000,000 Baht per year establishing Digital Twin as one of the organization's key Strategic Innovations.

2.2 Real-Time Rainfall and Wastewater Monitoring and Management Technology (Flood)

The Company has implemented Digital Twin technology to transform flood prevention systems within industrial estates. By integrating the Digital Twin platform with Internet of Things (IoT) sensors, the Company enables real-time monitoring of water levels and weather conditions, with data seamlessly linked to an accurate three-dimensional BIM (Building Information Modeling) model. This integrated solution allows the Company to simulate potential scenarios in advance, identify risk hotspots, and promptly control drainage systems. As a result, emergency response and flood management are significantly enhanced, improving safety and ensuring effective protection of key economic areas.

2.3 Smart Inspection

The Company has applied a **Smart Inspection** approach in combination with Artificial Intelligence (AI) and digital survey systems to support preliminary building damage surveys following earthquake events through field data collection using digital photography, Geo-tagging/GPS spatial positioning, and AI-assisted Visual Analysis data processing.

The system can detect initial damage indicators such as cracks, joint separation, abnormalities in structural components, and damage to building architectural elements and compiles a **Digital Damage Mapping** database to support engineering analysis, building condition monitoring, and planning for in-depth expert engineer inspection at the next stage.

This approach improves the speed, accuracy, and systematization of field surveys reducing error from visual assessment alone and supports efficient engineering data management in accordance with Digital Engineering and Smart Infrastructure Inspection principles of modern engineering practice.

2.4 BIM (Building Information Modeling) for Waste and Construction Material Reduction

The Company has applied Building Information Modeling (BIM) to integrate and coordinate detailed construction drawings detecting and resolving conflicts between architectural, structural, and MEP (Mechanical, Electrical, and Plumbing) systems (**Clash Detection**) before actual construction commences. This process reduces on-site errors and minimizes resource losses from rework enabling highly accurate and efficient construction management.

Part 5:

Future Improvement Roadmap

Future Improvement Roadmap

TEAMG operates under a vision to be a leader in engineering consulting and services grounded in good governance, transparency, and sustainable development to respond to the expectations of stakeholders and society at large. Throughout the past year, the Company has driven its operations in accordance with the sustainability strategy across three dimensions Environmental, Social, and Governance (ESG) through innovation, technology, and systematic risk management, while elevating disclosures to align with international standards such as GRI Standards, FTSE Russell ESG, and IFRS Sustainability Disclosure Standards.

In 2026, the Company targets elevating its sustainability operations to be comprehensive across the organization, throughout the value chain, and for all stakeholder groups with a focus on strengthening transparent, robust management systems aligned with international standards, and continuously improving environmental, social, and governance performance. The Company recognizes that while its operations may form one part of a vast economic and social system, elevating sustainability standards at every stage of work will help generate broader positive change as well as supporting the country's and society's sustainable development pathways overall to lay the foundation for all sectors to grow together sustainably over the long term.

1. Performance Evaluation for Future Improvement in Line with International ESG Rating Targets and Standards

In 2026 and beyond, the Company plans to elevate its performance evaluation processes to align with international standards such as FTSE Russell and IFRS Sustainability Disclosure Standards (IFRS S1–S2) to strengthen and systematize sustainability governance. The Company will review evaluation criteria to cover financial, operational, risk, and ESG dimensions which are key components for long-term growth and develop internal data collection systems with accuracy, verifiability, and reporting requirements that meet the needs of investors and stakeholders seeking internationally comparable data. The Company targets annual evaluation across all departments, under the joint responsibility of the Corporate Governance and Sustainability Committee, management, and the ESG Working Group using evaluation results to define organizational improvement directions for enhanced efficiency and performance going forward.

2. Transparent and Verifiable Disclosure

The Company is committed to developing its sustainability disclosure structure to be transparent, accurate, and verifiable elevating reporting formats to align with IFRS S1–S2 requirements and FTSE Russell disclosure practices, which emphasize the linkage between ESG data and financial risks and impacts. The Company will develop data storage systems and internal audit processes to ensure disclosures are current, comprehensive, and effectively communicated to all stakeholder groups through the Sustainability Report, Form 56-1, Annual Report, Company website, and other publications with the ESG Working Group and Chief Financial Officer as primary responsible parties. These reports will be prepared and published annually to build confidence and enhance the Company's long-term corporate governance value.

3. Three-Year Historical Performance

The Company plans to present three years of historical performance in financial, operational, and ESG indicators enabling stakeholders to observe the organization's continuous development in figures and trends. The presentation format will be developed into easily understood tables and charts for clear year-on-year performance comparison. Data will be collected and verified by the ESG Working Group together with relevant departments, and published in the annual Sustainability Report consistent with investor expectations for current and historical data in accordance with international standards such as FTSE Russell and GRI Standards. This approach enables the Company to assess historical efficiency, identify strengths and areas for development, and define clear operational targets for the future.

Three-Year Historical Performance

Indicator	2023	2024	2025
1. Greenhouse Gas Management			
Scope 1 (tCO ₂ e)	314.00	555.00	508.00
Scope 2 (tCO ₂ e)	598.00	645.00	549.00
Scope 3 (tCO ₂ e)	460.00	1,684.00*	3,610.00
Total GHG emissions (tCO ₂ e)	1,372.00	2,884.00	4,667.00

Indicator	2023	2024	2025
2. Energy Management			
2.1 Electricity			
- Electricity consumption (kWh)	1,195,996	1,287,162	1,151,538
- Energy per revenue (kWh/Million Baht)	709.70	679.50	455.70
2.2 Water Management			
- Water consumption (m ³)	19,764.00	21,217.00	21,717.00
- Water intensity per revenue (m ³ /Million Baht)	11.70	11.20	8.60
2.3 Waste Management			
- Waste volume (tonnes)	129.00	38.27	37.39
- Waste intensity per revenue (tonnes/Million Baht)	0.077	0.020	0.015
2.4 Biodiversity	N/A	All EIA projects implemented by the Company had green areas exceeding the legally required minimum (≥5% of all project areas)	All EIA projects implemented by the Company had green areas exceeding the legally required minimum (≥5% of all project areas)
3. Employee Training and Development			
3.1 Average employee training hours (hrs/person/year)	24.79	31.53	31.75
4. Occupational Health, Safety, and Working Environment			
4.1 Employee lost-time injuries (cases)	0	0	0
4.2 Employee work fatality rate	0	0	0
5. Employee Engagement	75.20%	77.55%	82.59%
6. Material labor disputes	None	None	None
7. Community complaints	0	0	0
8. Client satisfaction	92%	99%	97%

Indicator	2023	2024	2025
9. Supplier ESG Risk Assessment			
9.1 Suppliers with high ESG risk	N/A	0	0
— Critical Tier 1 Suppliers	N/A	0	0
9.2 Critical Tier 1 Suppliers self-assessed (%)	N/A	100%	100%
10. Corruption (cases)			
— Directors	0	0	0
— Executives	0	0	0
— Employees	0	0	0
11. Code of Conduct violations (cases)			
— Directors	0	0	0
— Executives	0	0	0
— Employees	0	0	0
12. Human rights violations (cases)	0	0	0

Note: *The Company's 2025 greenhouse gas emissions data was verified by TÜV Nord (Thailand) Co., Ltd.

4. 2026 Action Plan — Roadmap to a Sustainable Organization

The Company is committed to building sustainably growing business "Toward becoming a sustainably integrated regional service provider, driven by business innovation and comprehensive employee quality of life development" with the following business strategies for 2026–2030:

- Maintain leadership in integrated services spanning upstream to downstream with emphasis on professional quality standards and Client satisfaction.
- Comprehensively develop the Human Resource Development (HRD) system in professional and management skills, with an appropriate and fair compensation and benefits system.
- Promote inter-Business Unit (BU) collaboration to support effective teamwork.
- Elevate consulting service excellence and extend knowledge expertise to expand adjacent business lines for sustainable growth.
- Promote the continuous adoption of new technologies and innovations in work processes to improve service delivery and organizational management efficiency.

- Committed to reducing greenhouse gas emissions both at the organizational level and in the Company's service delivery to align with national environmental targets.
- Conduct business under good governance principles with emphasis on transparency, accountability, and the interests of all stakeholders for long-term sustainability.
- Promote collaboration and synergies with business partners to build competitive capability and drive sustainable success.
- Build a learning organizational culture promoting new skills development and adaptability to industry changes.

Operational plan for 2026	
Expand business and increase investment in high-return businesses	Emphasizing expansion of services and investment in sustainability areas such as <ul style="list-style-type: none"> - Climate Change - Green - Digital - Data - Platform - Mega Projects
Deliver high-quality work with sustainability principles integrated into service	Delivery leveraging strengths, experience, and technology to improve work efficiency, reduce production costs, and deliver outputs aligned with Client requirements supported by Client satisfaction monitoring systems.
Strengthen employee capabilities and build long-term organizational resilience as the foundation for sustainable business	Operations including employee training on anti-corruption, ethics, and operational law to build an ethical organizational culture and reduce risks that may lead to corruption.
Improve management systems	Developing efficient, transparent, agile, and responsive management systems alongside
improving employee benefits to be better and fairer	To be an organization that attracts and retains talented personnel, with lower turnover rates and happier, more engaged employees.

Part 6:

Appendices

1. ESG Performance Indicators Summary Table: Performance Assessment Against Targets and International Standards (GRI, SDGs)

Dimension	Performance Indicators / KPIs	Target	Performance	Relevant SDGs	GRI Standards
	Complaints relating to corruption involving directors, executives, and employees	0 cases	0 cases	SDG 16.5, 16.6	GRI 205-3 GRI 2-26
	Directors, executives, and employees receiving Training and assessment on the Business Code of Conduct	60%	91.99%	SDG 16.5, 16.6	GRI 2-23, 2-24, 205-2
	Directors, executives, and employees receiving anti-corruption training	60%	82.79%	SDG 16.5	GRI 205-2
	Corporate governance rating by an internationally recognized institution or equivalent	Excellent	Excellent	SDG 16.6	GRI 2-9, 2-12, 2-13
	Personnel receiving risk management and ESG - related training to promote a risk-aware and ESG-oriented organizational culture	Promote a Risk and ESG Culture	885 persons	SDG 16.6, 17.17	GRI 2-12, 2-17, 2-24
	Risks managed within the acceptable risk appetite level	Acceptable level	100%	SDG 16.6	GRI 2-12, 2-13
	Client Satisfaction level	≥ 95%	97%	SDG 8.2, 9.1	GRI 2-29
	Average client satisfaction score for quality, timeliness, service, and overall performance	≥ 3.0	Quality 3.7, Timeliness 3.6, Service 3.8, Overall 3.7	SDG 8.2, 9.1	GRI 2-29
	Artificial Intelligence (AI) training sessions	30 sessions/year	48 sessions	SDG 4.4, 8.2, 9.5	GRI 404-2
	AI awareness assessment	80%	86.97%	SDG 4.4, 8.2, 9.5	GRI 404-2
	Return on Investment (ROI) from AI implementation	100%	3,080%	SDG 8.2, 9.5	GRI 201-1

Dimension	Performance Indicators / KPIs	Target	Performance	Relevant SDGs	GRI Standards
	AI use cases implemented in projects	60 projects	142 projects	SDG 8.2, 9.5	GRI 203-2
	Employees in target groups using AI to support work processes	80%	88.31%	SDG 4.4, 8.2, 9.5	GRI 404-2
	Cyber security (Critical Incident)	0 incidents	1 incident	SDG 9.1, 16.6	GRI 418-1
	Recovery Time Objective (RTO)	Recovery Time Objects (RTC) Not over 24 hrs.	21 hrs. 35 mins.	SDG 9.1, 16.6 GRI 418-1	SDG 9.1, 16.6 GRI 418-1
Environmental	Electricity consumption vs. 2023 base year	Reduce by 1.5%	Reduced by 3.72%	SDG 7.3, 12.2, 13.2	GRI 302-1, 302-4
	Electricity intensity per THB 1 million revenue	Reduce by 1.5%	Reduced by 35.79%	SDG 7.3, 12.2, 13.2	GRI 302-3, 302-4
	Electricity from PV Solar System	Increase clean energy use and reduce GHG emissions	Generated 118,190 kWh and reduced GHG emissions by 55.34 tCO ₂ e	SDG 7.2, 7.3, 13.2	GRI 302-1, 305-5
	GHG emissions – Scope1	Monitor and reduce emissions	508 tCO ₂ e, reduced by 8.47% vs. 2024 base year	SDG 13.2	GRI 305-1, 305-5
	GHG emissions – Scope 2	Monitor and reduce emissions	549 tCO ₂ e, reduced by 14.88% vs. 2024 base year	SDG 7.3, 13.2	GRI 305-2, 305-5
	Carbon Intensity Scope 1+2	Reduce emissions intensity per revenue	0.42, reduced by 34.38%	SDG 12.2, 13.2	GRI 305-4, 305-5
	Water consumption vs. 2023 base year	Reduce by 1.5%	Increased by 9.88%	SDG 6.4, 12.2	GRI 303-3, 303-5
	Water intensity per 1 million Baht revenue	Reduce by 1.5%	Reduced by 26.72%	SDG 6.4, 12.2	GRI 303-5
	Total waste vs. 2024 base year	Reduce by 3.5%	Reduced by 2.30%	SDG 12.5, 12.6	GRI 306-3, 306-4, 306-5
	Waste intensity per total revenue	Reduce by 3.5%	Reduced by 26.76%	SDG 12.5, 12.6	GRI 306-3
	Paper reduction through innovation systems	20,000 kg in 2025	26,437.83 kg	SDG 9.4, 12.5, 12.6	GRI 301-2, 306-2
	Paper consumption vs. 2022 year	Reduce resource use	Reduced by 6.88%	SDG 12.2, 12.5	GRI 301-1, 301-2

Dimension	Performance Indicators / KPIs	Target	Performance	Relevant SDGs	GRI Standards
	Green space ratio in EIA projects	Exceed legal requirements	All projects exceeded legal requirements	SDG 11.6, 15.1	GRI 304-2
	Projects with CWMP	100% of projects	100%	SDG 12.5, 13.2	GRI 306-2, 306-3
	Projects applying BIM to reduce waste/carbon	Reduce material use and emissions	10 projects	SDG 9.4, 12.5, 13.2	GRI 203-2, 306-2, 305-5
Social	Employee training hours	25 hours/person/year	25 hours/person/year	SDG 4.4, 8.5	GRI 404-1, 404-2
	Employee engagement	Not less than 70%	82.59%	SDG 8.5, 8.8	GRI 401-1, 404-3
	Work-related fatality rate	0	0	SDG 3.4, 8.8	GRI 403-9
	Lost Time Injury Frequency Rate (LTIFR)	0	1.63	SDG 3.4, 8.8	GRI 403-9
	Lost Time Injuries (LTI)	0 cases (Zero Harm)	4 cases	SDG 3.4, 8.8	GRI 403-9
	Employees paid at least the legal minimum wage	100%	100%	SDG 8.5, 10.2	GRI 202-1, 401-2, 405-2
	Employee performance and competency Evaluation	<ul style="list-style-type: none"> Performance evaluation 2x/year Competency evaluation 1x/year 100% of employees at all levels evaluated within the defined 	<ul style="list-style-type: none"> Performance evaluations conducted (# 1: January-May / # 2: June-October) Competency evaluation conducted (January-September) 100% of employees at all levels evaluated 	SDG 8.5	GRI 404-3
	Community development and social engagement	Proactive impact mitigation and value creation	Health and quality-of-life programs, donations, and volunteer activities	SDG 3.4, 10.2, 11.3, 17.17	GRI 413-1, 413-2

2. Details of Reporting Standards Applied (GRI, SDGs)

The Company prepares this Sustainability Report in accordance with the Global Reporting Initiative (GRI) Standards, which provide an internationally recognized framework for the systematic, transparent, and comparable disclosure of economic, environmental, and social impacts.

The GRI Standards comprise Universal Standards, Sector Standards, and Topic Standards, enabling the Company to disclose general organizational information, describe its materiality determination process, and report detailed performance information on sustainability topics relevant to its business activities in an appropriate and structured manner.

In addition, the Company aligns its disclosures and performance outcomes with the United Nations Sustainable Development Goals (UN SDGs) to reflect its role in supporting sustainable development at both the organizational and societal levels.

For performance assessment and benchmarking against international best practices, the Company references the FTSE Russell ESG Data Model and FTSE Russell ESG Scores. These frameworks emphasize the evaluation of material ESG issues based on industry-specific relevance, covering the Environmental, Social, and Governance (ESG) dimensions, and support linkage with the SDGs. References to FTSE Russell in this report are intended solely as a comparative and guiding framework to enhance the quality, consistency, and international alignment of the Company's sustainability disclosures.

3. Supporting Reference Documents



Symbol : TEAMG

Company : TEAM CONSULTING ENGINEERING AND MANAGEMENT PUBLIC COMPANY LIMITED



Certificate Number:
TGO CFO FY26-02-765



องค์กร
rganization

THAILAND GREENHOUSE GAS
MANAGEMENT ORGANIZATION
(Public Organization)



CERTIFICATE

Awarded to

TEAM Consulting Engineering and Management Public Company
Limited

Company address verified: 151 Nuan Chan Road, Nuan Chan, Bueng Kum, Bangkok 10230
Thailand

Thailand Greenhouse Gas Management Organization certifies that
the quantity of Greenhouse Gas of the above organization has been verified
by TUV NORD (THAILAND) LTD.
and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2025 - 31/12/2025]

Total Greenhouse Gas Emission (Scope 1&2): 1,057 tonCO₂e/year

Direct GHG emissions	508 tonCO ₂ e/year
Energy Indirect GHG emissions	549 tonCO ₂ e/year
Other Indirect GHG emissions	3,610 tonCO ₂ e/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 22 April 2026

Nakorn.

Mr. Nakorn Tangavirapat

Executive Director

Thailand Greenhouse Gas Management Organization (Public Organization)

ถ้อยแถลงการทวนสอบคาร์บอนฟุตพริ้นท์ขององค์กร		TCFO_V_10A Version 011 : 24/08/2022
องค์กร	บริษัท ทีเอ็ม คอนซัลติ้ง เอนจิเนียริง แอนด์ แมเนจเม้นท์ จำกัด (มหาชน)	หน้าที่ 3
หน่วยงานทวนสอบ	บริษัท ทูพี นอร์ด (ประเทศไทย) จำกัด	Rev.0 17/03/2569

คาร์บอนฟุตพริ้นท์ขององค์กรภายใต้ขอบเขต บริษัท ทีเอ็ม คอนซัลติ้ง เอนจิเนียริง แอนด์ แมเนจเม้นท์ จำกัด (มหาชน) ที่ถูกรายงาน

ประเภทข้อมูล	Historical Data 1 มกราคม 2568 - 31 ธันวาคม 2568
ประเภทที่ 1	508 ตันคาร์บอนไดออกไซด์เทียบเท่า
ประเภทที่ 2	549 ตันคาร์บอนไดออกไซด์เทียบเท่า
ประเภทที่ 3 (ถ้ามี)	3,610 ตันคาร์บอนไดออกไซด์เทียบเท่า
การกักเก็บ	ไม่มี

รวมค่าคาร์บอนฟุตพริ้นท์ ที่แสดงเพื่อขอการรับรองกับองค์การบริหารจัดการก๊าซเรือนกระจก ประเภทที่ 1+2 เท่ากับ 1,057 ตันคาร์บอนไดออกไซด์เทียบเท่า หรือประเภทที่ 1+2+3 เท่ากับ 4,667 ตันคาร์บอนไดออกไซด์เทียบเท่า ดังแสดงเครื่องหมายคาร์บอนฟุตพริ้นท์ขององค์กร

4. Glossary of Key Terms

1. Reporting Frameworks and International Standards		
Term	Full Name	Definition
ESG	Environment, Social, Governance	A framework for sustainable organizational development across three dimensions: Environmental, Social, and Governance. ESG is used to assess corporate responsibility and sustainable business operations.
GRI / GRI Standards	Global Reporting Initiative	The most widely recognized international standards for sustainability reporting. The GRI Standards enable organizations to systematically and transparently disclose their economic, environmental, and social impacts in a verifiable manner.
SDGs	Sustainable Development Goals	The 17 Sustainable Development Goals established by the United Nations (UN) to serve as a global framework for sustainable development, covering social, economic, and environmental dimensions.

Term	Full Name	Definition
TCFD	Task Force on Climate-related Financial Disclosures	A framework developed by the Financial Stability Board to guide the disclosure of financial information related to climate-related risks and opportunities, enabling investors and stakeholders to assess climate-related impacts.
SASB	Sustainability Accounting Standards Board	Sustainability reporting standards focused on financially material information for investors, developed on an industry-specific basis. SASB is often used in conjunction with GRI to enhance the completeness of sustainability disclosures
IFRS S2	International Financial Reporting Standards S2	An international financial reporting standard issued by the International Sustainability Standards Board (ISSB) that focuses on climate-related disclosures, ensuring that financial statements reflect climate-related risks and opportunities.
Thailand Taxonomy	-	A classification system for environmentally sustainable economic activities in the Thai context, developed by the Bank of Thailand and relevant agencies, to guide sustainable investment and support the transition to a low-carbon economy.

2. Environment and Climate Change

Term	Full Name	Definition
Net Zero	Net Zero Emissions	The goal of achieving net-zero greenhouse gas emissions by reducing emissions as much as possible and offsetting remaining emissions through carbon removal mechanisms. The Company aims to achieve Net Zero by 2050.
Carbon Footprint	-	The total amount of greenhouse gas emissions generated by organizational activities or across the life cycle of a product or service, expressed in tonnes of carbon dioxide equivalent (tCO ₂ e).
CFO	Carbon Footprint for Organization	The quantification and reporting of greenhouse gas emissions from all organizational activities within a reporting year, conducted in accordance with international standards such as ISO 14064.
T-VER	Thailand Voluntary Emission Reduction	Thailand's voluntary greenhouse gas reduction program, developed and regulated by the Thailand Greenhouse Gas Management Organization (TGO). Certified carbon credits generated under T-VER can be traded in the carbon market.

Term	Full Name	Definition
Carbon Credit	-	A tradable unit representing the reduction or removal of one tonne of CO ₂ e from certified projects, which can be used to offset greenhouse gas emissions in the carbon market.
CBAM	Carbon Border Adjustment Mechanism	A European Union (EU) mechanism imposing carbon-related charges on imported goods with high greenhouse gas emissions, aimed at preventing carbon leakage and ensuring fair competition.
CCUS	Carbon Capture, Utilization and Storage	Technologies that capture carbon dioxide, utilize it for beneficial purposes, or store it to prevent release into the atmosphere, playing a key role in achieving Net Zero targets.
Low-Carbon Engineering	-	Engineering design and implementation approaches that aim to reduce greenhouse gas emissions across all stages, from material selection and energy system design to construction and building operation.
LCA	Life Cycle Assessment	An assessment of environmental impacts throughout the entire life cycle of a product or project—from raw material sourcing and production to use and end-of-life disposal to identify hotspots and mitigation opportunities.
Green Building	-	Buildings designed, constructed, and operated with a focus on energy efficiency, resource conservation, environmental impact reduction, and occupant health, typically assessed under standards such as LEED, TREES, or EDGE.
3. Technology and Engineering		
Term	Full Name	Definition
BIM	Building Information Modeling	A digital 3D modeling technology for architectural and engineering works that integrates structural, engineering system, and cost data in a single model, enhancing efficiency in design, construction, and facility management.
Digital Twin	-	A virtual digital replica of a physical object, system, or process that is connected to real-time data, enabling simulation, monitoring, analysis, and predictive decision-making prior to actual implementation.
Smart Inspection	-	The application of technologies such as sensors, drones, thermal cameras, and AI to inspect infrastructure, utilities, or industrial facilities, improving accuracy, safety, and efficiency compared to manual inspections.

Term	Full Name	Definition
EPC	Engineering, Procurement and Construction	A turnkey contracting model in which a single contractor is responsible for engineering design, procurement of materials and equipment, and construction, delivering the project as an integrated package.
Drone-based Survey	-	The use of unmanned aerial vehicles (drones) to collect aerial imagery and spatial data for mapping, site assessment, and inspection of large-scale structures with high accuracy and speed.
Instrumentation	-	Measurement and control devices used in industrial engineering systems, such as pressure gauges, temperature controllers, and sensors, for monitoring and controlling production processes.
AI	Artificial Intelligence	Computer systems capable of processing data, learning, and making decisions in ways that simulate human intelligence, applied to enhance operational efficiency, data analysis, structural inspection, and project management.
EIA	Environmental Impact Assessment	A systematic process for evaluating potential environmental impacts of development projects, supporting decision-making, defining mitigation measures, and obtaining regulatory approval.
Integrated Consulting Services	-	A comprehensive consulting approach that integrates expertise from multiple disciplines such as engineering, environmental management, digital solutions, and finance to deliver holistic advisory services under a single platform.
4. Cybersecurity and Data Protection		
Term	Full Name	Definition
PDPA	Personal Data Protection Act	Thailand's Personal Data Protection Act B.E. 2562 (2019), which governs the collection, use, and disclosure of personal data to protect data subject rights.
SOC	Security Operations Center	A centralized team and system responsible for continuous (24/7) monitoring, detection, analysis, and response to cybersecurity incidents.
EDR	Endpoint Detection and Response	A security solution that detects and responds to threats at endpoint devices such as computers, servers, and mobile devices through real-time monitoring and investigation
XDR	Extended Detection and Response	An advanced security approach that integrates data and alerts from multiple sources networks, email, cloud, and endpoints to provide comprehensive threat detection and response.

Term	Full Name	Definition
GRC	Governance, Risk Management and Compliance	An integrated framework that combines corporate governance, risk management, and regulatory compliance into a single system to improve efficiency and reduce redundancy.
RTO	Recovery Time Objective	The maximum acceptable time to restore systems or services after a disruption. The Company targets an RTO of no more than 4 hours.
RPO	Recovery Point Objective	The maximum acceptable period of data loss measured in time. The Company targets an RPO of no more than 24 hours.
MTTD	Mean Time to Detect	The average time required to detect a cybersecurity incident from the moment it occurs. Shorter detection times indicate more effective monitoring systems.
MTTC	Mean Time to Contain	The average time required to contain an incident after detection, preventing further spread or damage.
MTTR	Mean Time to Recover	The average time required to fully restore affected systems or services following a critical incident, reflecting system resilience and preparedness.
BCP	Business Continuity Plan	A plan that defines procedures and resources required to ensure business continuity or rapid recovery in the event of emergencies or disasters.

5. Risk Management and Corporate Governance

Term	Full Name	Definition
ERM	Enterprise Risk Management	An integrated framework for identifying, assessing, managing, and monitoring risks across all organizational levels, aligned with COSO-ERM 2017.
Risk Appetite	-	The level of risk an organization is willing to accept in pursuit of its business objectives, expressed through policies, limits, or performance indicators.
HRDD	Human Rights Due Diligence	A process for identifying, preventing, mitigating, and addressing human rights risks in accordance with the UN Guiding Principles on Business and Human Rights, covering the entire value chain.
EEC	Eastern Economic Corridor	A special economic development zone covering Chonburi, Rayong, and Chachoengsao provinces, designed to promote targeted industries and advanced technologies.
CGR	Corporate Governance Report	An assessment of corporate governance practices of listed companies, conducted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand, rated from 1 to 5 stars.

Term	Full Name	Definition
IOD	Institute of Directors Association (Thailand)	An organization that promotes and develops good corporate governance practices in Thailand and conducts CG assessments for listed companies.
6. Occupational Health and Safety		
Term	Full Name	Definition
LTIFR	Lost Time Injury Frequency Rate	The frequency rate of work-related injuries resulting in lost work time, calculated per 200,000 working hours in accordance with OSHA standards. A lower rate indicates better safety performance, with a target of zero.
LTI	Lost Time Injury	A work-related injury that results in an employee being unable to work on the following scheduled workday.
TRIR	Total Recordable Incident Rate	The frequency rate of all recordable work-related injuries and illnesses requiring medical treatment beyond first aid, calculated per 200,000 working hours.
7. Standards and Management Systems		
Term	Full Name	Definition
ISO 9001:2015	-	An international standard for Quality Management Systems (QMS) that specifies requirements for organizations to consistently provide products and services that meet customer and regulatory requirements.
ISO 14065:2020	-	An international standard specifying requirements for bodies that validate and verify greenhouse gas statements, ensuring the credibility of GHG reporting.
QA	Quality Assurance	A preventive process focused on planning and systematic actions to ensure products or services meet specified quality standards.
PQA	Project Quality Assurance	Quality assurance activities tailored to individual projects to ensure deliverables comply with contractual specifications and requirements.
KPI	Key Performance Indicator	Quantifiable metrics used to evaluate organizational or operational performance against defined targets, including ESG performance.
SQT	Service, Quality, Teamwork	The Company's core values emphasizing service excellence, quality delivery, and teamwork as guiding principles for all employees.

8. Value Chain and Procurement		
Term	Full Name	Definition
Responsible Raw Material Procurement	-	A procurement approach that ensures raw materials and supplies are not sourced from deforestation, forced or child labor, illegal activities, or human rights violations.
One-stop Services	-	A service model that allows clients to receive all services or solutions from a single provider without the need to coordinate with multiple parties.
Next Generation Skill	-	Future-oriented skills required to adapt to industry and technological changes, including AI, data analytics, green skills, and collaboration with automated systems.
ROI	Return on Investment	A financial ratio measuring the efficiency and value of an investment by comparing benefits or returns to costs incurred, used to evaluate ESG and innovation-related investments.

6. Participating Internal Business Units and Functions Contributed to the Sustainability Report

- Environmental Business Unit
- Climate and Sustainability Business Unit
- Corporate Accounting and Finance Department
- Corporate Legal Department
- Corporate Strategy
- Investor Relations and Corporate Communications Department
- Human Resources Department
- Innovation and Artificial Intelligence Department
- Procurement Department
- General Services Department
- Office of the Company Secretary





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