ESG Performance Report
for Listed Companies in 2025

TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED Symbol : TKC

Market : SET Industry Group : Technology Sector : Information & Communication Technology

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

The Company places great importance on its social responsibility in protecting the environment and preventing environmental impacts. The Company ensures strict compliance with all relevant environmental laws and regulations in order to preserve and avoid the degradation of natural resources. In addition, the Company promotes and participates in environmental conservation and improvement activities in collaboration with various sectors of society.

To ensure that the Companys environmental management follows a unified and welldefined directionand to support a systematic approach to environmental data collection through the Sustainability Working Group, which serves as a foundation for the sustainability of both the Company and the planetthe Company has established the following shared environmental practices:

1. Promote the disclosure of environmental management performance data and sustainability reporting in accordance with the CFOTGO standard, with an emphasis on communicating essential information that covers strategic management approaches, key programs or projects, and quantitative performance outcomes. This aims to enable stakeholders, communities, and society to accurately and transparently monitor the Companys environmental progress.
2. Seek methods to reduce resource and energy consumption, as well as minimize the emission of pollutants, waste, and greenhouse gases, in order to prevent, control, and mitigate environmental impacts on communities and society to the greatest extent possible.
3. Establish targets for greenhouse gas emissions from business operations, along with methods for assessing climaterelated risks and impacts, and identify measures to reduce greenhouse gas emissions to the atmosphere to support stable and sustainable business growth.

Reference link for environmental policy and guidelines	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports

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

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management,

In the past year, the Company established environmental targets and designated 2025 as the new baseline year. The Company aims to promote efficient energy use and increase the proportion of renewable energy consumption, while emphasizing the efficient utilization of resources. This is complemented by appropriate waste and wastemanagement practices to minimize environmental impacts and support the sustainable operation of the business.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Initiatives to Reduce Resource Consumption within the Organization

E-Document Efficiency Enhancement Initiative through Prompt Post

Objective:

The Company has announced a policy on the use of electronic documents and electronic transactions, transitioning from paper-based processes to reliable electronic systems in compliance with relevant laws, regulations, and applicable standards. This initiative aims to enhance operational efficiency and reduce operational costs while ensuring that the implementation and use of electronic systems are properly supervised and approved by the Companys designated committee.

Implementation:

- Announce a policy on the use of electronic documents and electronic transactions in compliance with applicable laws and standards.
- Establish a steering committee for electronic documents and transactions to oversee, supervise, and approve the use of electronic systems.

- Transition of the Companys documents and business transactions from paper-based processes to reliable electronic systems.
- Establish operational guidelines and procedures to improve efficiency and reduce operational costs.

Project Outcomes:

- Reduced paper consumption and related resource usage.
- Improved speed and efficiency in internal business transactions.
- Reduced color document printing, resulting in lower operational expenses.
- Electronic systems have been approved and implemented in accordance with established standards.

Paper Consumption Management Performance (Year-on-Year Comparison)

Performance	Year 2024	Year 2025 (Base Year)	Result
Organizational paper procurement volume	5,700 kg	5,125 kg	**Decreased by 10%**
Organizational expenses	233,012.45 Baht	202,950.00 Baht	**Decreased by 13%**

Target	2025 Performance
Reduce paper consumption by 2.5% by 2029, compared to the 2025 base year	**5,125 kg (equivalent to 10.77 tCO2e)**

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Energy Management

The Company places importance on the use of renewable energy to reduce reliance on fossil fuels, which are a key contributor to climate change. The Company has installed solar panels on the rooftop of its office building and implemented motion sensor systems to control electricity usage, ensuring that lighting is activated only when necessary. These initiatives help reduce energy consumption, lower operational costs, and support long-term environmental sustainability. In 2025, the Company established energy management targets and designated 2025 as the new base year for measuring future energy reduction performance. The results of these initiatives are continuously monitored and reported to management.

Reference link for company's energy management plan	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	76

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 985.66 Kilowatt-Hours / Person(employee)	2029 : Reduced by 2.5% / Person (employee)

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Internal Energy Conservation Campaign

Installation of Solar Panels on the Office Building Rooftop

In 2025, the Company installed an additional 83 solar panels to enhance the efficiency of its existing solar power system and increase its electricity generation capacity. This initiative reflects the Companys commitment to promoting renewable energy use, reducing reliance on external electricity sources, and continuously supporting the Companys sustainability policies.

Energy Management Performance (Year-on-Year Comparison)

Organizational Electricity Consumption		
Year 2024 (Previous Base Year)	Year 2025 (New Base Year)	Result
300,428 kWh	288,799 kWh	Decreased by 3.87%

Solar Cell Energy Generation		
Year 2024	Year 2024	Result
99,952.31 kWh	129,874.90 kWh	Increased by 29.94%

Target	2025 Performance
Reduce electricity consumption per employee by 2.5% by 2029, compared to the 2025 base year	985.66 kWh per employee

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	146,841.00	400,380.31	418,673.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	146,841.00	300,428.00	288,799.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	99,952.31	129,874.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	300.29	725.33	761.22

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Person (employee))	537.88000000	1,366.49000000	1,428.92000000

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	838,444.22	1,654,632.92	1,496,633.56
Percentage of total electricity expense to total expenses (%)(**)	0.02	0.07	0.07
Percentage of total electricity expense to total revenues (%)(**)	0.02	0.07	0.06
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	1,714.61	2,997.52	2,721.15

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

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

Information on fuel management

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%)(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%)(**)	N/A	N/A	N/A

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

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

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

Water Resource Management

The Company places importance on the efficient use of water resources by implementing systematic water management practices and continuously monitoring water consumption. These efforts support the establishment of measurable targets for reducing water usage within the organization. In addition, the Company promotes awareness among employees at all levels regarding responsible and efficient water use, encouraging sustainable water consumption practices.

In 2025, the Company established water management targets and designated 2025 as the new base year for measuring future water reduction performance. The results are regularly monitored and reported to management.

Reference link for company's water management plan	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	78

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2025 : Water withdrawal 10.21 Cubic meters / Person(employee)	2029 : Reduced by 2.5% Cubic meters / Person(employee)

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

Internal Water Conservation Campaign

Water Resource Management Performance (Year-on-Year Comparison)

Organizational Water Consumption		
Year 2024 (Previous Base Year)	Year 2025 (New Base Year)	Result
2,775 m3	2,992 m3	Increased by 7.81%

Target	2025 Performance
Reduce water consumption per employee by 2.5% by 2029, compared to the 2025 base year	10.21 m3 per employee

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,706.00	2,775.00	2,992.00

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	1,706.00	2,775.00	2,992.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3.49	5.03	5.44
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00	0.00	0.00

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

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	1,706.00	2,775.00	2,992.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00043895	0.00113317	0.00127955
Intensity of total water consumption (Cubic meters / Person (employee))	6.25000000	9.47000000	10.21000000

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

Water withdrawal expenses

	2023	2024	2025

	2023	2024	2025
Total water withdrawal expense (Baht)	25,308.58	37,855.60	44,254.14
Total water withdrawal expense from third-party water (Baht)	25,308.58	37,855.60	44,254.14
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	51.76	68.58	80.46

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

Waste and Resource Management

The Company places importance on the management of waste and operational waste in order to minimize environmental and community impacts. The Company has established targets to reduce resource consumption and waste generation within the office while promoting waste segregation and awareness of efficient resource use. Waste management practices are continuously monitored and improved to ensure responsible and sustainable resource utilization.

In 2025, the Company implemented an internal waste segregation campaign to support its greenhouse gas reduction goals. The Company also established paper reduction targets, designating 2025 as the new base year for measuring future performance. The results of these initiatives are regularly monitored and reported to the Corporate Governance and Sustainability Committee, the Board of Directors and management.

Reference link for company's waste management plan	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	79

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Waste Segregation and Waste Reduction Campaign Zero Waste Office Initiative

Objective:

To establish an effective and sustainable waste management system with the target of reducing general waste by at least 10%. This will be achieved through raising awareness of proper waste segregation, reducing unnecessary resource consumption, and promoting the benefits of reusing and recycling waste. The initiative aims to foster environmental awareness among employees and reduce environmental impacts.

Implementation:

- Establish a Zero Waste project working team with clearly defined roles and responsibilities.
- Conduct waste assessment and analysis within the organization.
- Set up waste segregation stations and appropriate waste management systems.
- Promote campaigns and provide education on waste segregation and plastic reduction.
- Implement project activities such as communication materials, awareness signage, and waste separation campaigns, along with monitoring and evaluation.

Project Outcomes:

- Increased employee awareness of proper waste segregation practices.
- Communicated knowledge on correct waste separation and reported project progress to employees.
- Improved the rate of proper waste segregation within the organization.
- Reduced the use of single-use plastics, such as plastic cups in the office.

Target	2025 Performance		
	Waste Volume (JanJun)	Waste Volume (JulDec)	Result
Reduce general waste by **at least 10%**	2,452.40 kg	2,131.60 kg	**Decreased by 13%**

Internal Waste Segregation Campaign

Waste Segregation Awareness and Education Initiative

Internal Communication Campaign to Promote Waste Segregation and Reduce Plastic Use

In addition, the Company promotes the efficient use of resources among employees to raise awareness and encourage proper waste segregation. Waste bins for four categoriesorganic waste, general waste, recyclable waste, and hazardous wasteare provided on every floor of each building. Food waste bins are also prepared for collecting food scraps, which are processed into compost. These measures enable employees to dispose of waste appropriately, which contributes to waste reduction and the effective recycling of reusable materials.

This Bottle for the Whale" Environmental Initiative

The Company places great importance on environmental conservation and reducing plastic waste. As part of this commitment, the Company organized an initiative encouraging employees to separate clear plastic bottles for proper recycling. The collected bottles were gathered and delivered to Wat Chak Daeng for further processing into useful products for public benefit. This initiative reflects the Companys commitment to promoting a cleaner and more sustainable society.

Initiatives to Reduce Resource Consumption within the Organization

E-Document Efficiency Enhancement Initiative through Prompt Post

Objective:

The Company has announced a policy on the use of electronic documents and electronic transactions, transitioning from paper-based processes to reliable electronic systems in compliance with relevant laws, regulations, and applicable standards. This initiative aims to enhance operational efficiency and reduce operational costs while ensuring that the implementation and use of electronic systems are properly supervised and approved by the Companys designated committee.

Implementation:

- Announce a policy on the use of electronic documents and electronic transactions in compliance with applicable laws and standards.
- Establish a steering committee for electronic documents and transactions to oversee, supervise, and approve the use of electronic systems.
- Transition of the Companys documents and business transactions from paper-based processes to reliable electronic systems.
- Establish operational guidelines and procedures to improve efficiency and reduce operational costs.

Project Outcomes:

- Reduced paper consumption and related resource usage.
- Improved speed and efficiency in internal business transactions.
- Reduced color document printing, resulting in lower operational expenses.
- Electronic systems have been approved and implemented in accordance with established standards.

Paper Consumption Management Performance (Year-on-Year Comparison)

Performance	Year 2024	Year 2025 (Base Year)	Result
Organizational paper procurement volume	5,700 kg	5,125 kg	**Decreased by 10%**
Organizational expenses	233,012.45 Baht	202,950.00 Baht	**Decreased by 13%**

Target	2025 Performance
Reduce paper consumption by 2.5% by 2029, compared to the 2025 base year	**5,125 kg (equivalent to 10.77 tCO2e)**

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)	0.00	1,462.30	6,510.30
Total non-hazardous waste (kilograms)	N/A	1,208.20	5,077.70
Non-hazardous waste - Landfilling (Kilograms)	N/A	80.50	4,584.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	355.80	N/A

	2023	2024	2025
Non-hazardous waste Others (kilograms)	N/A	771.90	493.70
Total hazardous waste (kilograms)	N/A	254.10	1,432.60
Hazardous waste Others (kilograms)	N/A	254.10	1,432.60
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	N/A	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	N/A	0.00	0.00

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	312.00	2,289.90
Reused/Recycled non-hazardous waste (Kilograms)	N/A	312.00	2,289.90
Recycled non-hazardous waste (Kilograms)	N/A	312.00	2,289.90
Percentage of total reused/recycled waste to total waste generated (%)	N/A	21.34	35.17
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	25.82	45.10

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

The Company recognizes the importance of addressing climate change arising from its business activities. To guide its operations and support the prevention, mitigation, and assessment of potential climate-related risks, the Company has established a Climate Change Policy to ensure a consistent approach across the organization.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2025 : Greenhouse gas emissions 0.20 tCO_2e / Million baht	2029 : Reduced by 5% / Million baht in comparison to the base year	2050 : Reduced by 0.00 / Million baht in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management	:	Yes

Organizational Carbon Footprint Report

The Company has established a policy to develop the Carbon Footprint for Organization (CFO) in order to systematically assess greenhouse gas (GHG) emissions within the organization. The information obtained from this assessment serves as a basis for planning and implementing measures to continuously reduce greenhouse gas emissions. The Company has set a target to reduce greenhouse gas emissions by 5% by 2029, compared with the base year of 2025, in support of the Companys sustainability and environmental responsibility initiatives

As part of its environmental initiatives, the Company promotes the use of golf carts for internal transportation, enhancing safety while supporting environmentally friendly mobility within the organization.

The Company places continuous importance on environmental performance by promoting the use of golf carts within the organization as an alternative to fuel-powered vehicles. This initiative helps reduce fossil fuel consumption and greenhouse gas emissions in a tangible manner. The measure reflects the Companys commitment to aligning its operations with environmental and sustainability goals. In addition, the use of golf carts enhances convenience and efficiency for internal transportation within operational areas, contributing to a safer and more environmentally friendly working environment while supporting more efficient energy utilization.

Greenhouse Gas Emissions Management Performance The Company collected and assessed its organizational greenhouse gas (GHG) emissions data covering Scope 1, Scope 2, and Scope 3 for the period 1 January 2025 31 December 2025. The Companys Carbon Footprint for Organization (CFO) has been verified in accordance with the reporting guidelines of the Thailand Greenhouse Gas Management Organization (TGO). The verification was conducted by the Office of System Certification, Thailand Institute of Scientific and Technological Research (TISTR) on 9 February 2026. The total greenhouse gas emissions of the Company, covering Scope 1, Scope 2, and Scope 3, are presented as follows.

Greenhouse Gas Emissions			
Emissions	**2023**	**2024 (Previous Base Year)**	**2025 (New Base Year)**
Scope 1	515 tCO2e	391 tCO2e	314 tCO2e
Scope 2	63 tCO2e	151 tCO2e	140 tCO2e
Scope 3	2 tCO2e	353 tCO2e	436 tCO2e
Total Scope 1 & 2	**578 tCO2e**	**542 tCO2e**	**454 tCO2e**
Total Scope 1 & 2 & 3	**580 tCO2e**	**895 tCO2e**	**890 tCO2e**

Carbon Intensity		
2023	**2024 (Previous Base Year)**	**2025 (New Base Year)**
0.15 tCO2e per million THB	0.37 tCO2e per million THB	0.19 tCO2e per million THB

Rationale for Adjusting the Base Year to 2025

The base year has been adjusted to 2025 as this is the year in which the Company formally established its greenhouse gas reduction targets. Additionally, activity data across all emission categories were collected more comprehensively and systematically during this year. Updating the base year helps ensure that environmental performance assessments are accurate, aligned with current data, and suitable for long-term monitoring of progress toward the Companys sustainability objectives.

Goals	2025 Performance
Reduce greenhouse gas emissions by 5% by 2029, compared to the base year 2025	**890 tCO2e**

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	580.00	895.00	890.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	515.00	391.00	314.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	63.00	151.00	140.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	2.00	353.00	436.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	0.000149	0.000365	0.000381
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.19	1.62	1.62
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Million baht)	0.15000000	0.37000000	0.19000000

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

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

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

Verification of the company's greenhouse gas emissions	:	Yes
List of greenhouse gas verifier entity	:	Thailand Institute of Scientific and Technological Research (TISTR)
Reference link for the greenhouse-gas verifier entity	:	
Reference file for the greenhouse-gas verifier entity.	:	https://esgmedia-setlink.setgroup.or.th/report/1674/2025/1773754712176.pdf

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED Symbol : TKC

Market : SET Industry Group : Technology Sector : Information & Communication Technology

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Respect for Human Rights

The Company supports and respects the protection of human rights and treats all stakeholdersemployees, communities, and societywith respect for human dignity, equality, and freedom. The Company does not tolerate discrimination based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company also ensures that its business operations are not involved in human rights violations, such as child labor or sexual harassment. Mechanisms are in place for monitoring compliance, receiving complaints, and providing appropriate remedies for those affected by human rights violations arising from the Companys operations.

Fair Labor Practices

The Company recognizes the importance of human resource development and fair labor practices as key factors in enhancing corporate value, competitiveness, and sustainable growth. The Company complies with the Labor Protection Act B.E. 2541 (1998), including provisions on social security, compensation funds, and employee welfare, such as health insurance and safety coverage. The Company promotes employee development through training, seminars, and professional development programs, and encourages ethical behavior, teamwork, and open Turnkey Communication Services Public Company Limited 44/44 Soi Vibhavadi-Rangsit 60 Yake 18-1-2 Talad Bangkhen, Laksi, Bangkok 10210 T: 02-401-8222 F: 02-940-9868 www.tkc-services.com P a ge | 3 Corporate Social Responsibility Policy Turnkey Communication Services Public Company Limited communication. Employees are provided with channels to express opinions or lodge complaints regarding unfair treatment, with appropriate protection for those who report such issues.

Reference link for social and human rights policy and guidelines	:	https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf
Page number of the reference link	:	4

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-

discrimination, Supplier rights

During the past year, the Company established a social sustainability target of **Zero Human Rights Complaints** to emphasize fair labor practices, promote equality and non-discrimination, and support the continuous development of employee capabilities. The Company is committed to leveraging technology and professional expertise to foster sustainable growth and long-term organizational development.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes

The Company recognizes the importance of human rights in business operations and has therefore initiated the implementation of a Human Rights Due Diligence (HRDD) process to strengthen human rights management in a comprehensive and systematic manner. The Company conducts human rights risk assessments to identify and evaluate potential and actual human rights risks associated with its operations. These assessments cover key areas including labor rights, customer rights, business partner rights, and the rights of communities and the environment. The results of the assessments are integrated into the Companys internal management processes to establish preventive measures and mitigate potential human rights risks. In addition, the Company has implemented mechanisms to monitor and report human rights performance, as well as established whistleblowing and grievance channels to allow stakeholders to report concerns or complaints. Appropriate remedial actions will be taken in cases where human rights violations occur.

The Human Rights Due Diligence process consists of five key steps, as follows:

1. Establish policy commitments
2. Assess risks and impacts
3. Integrate assessment results
4. Monitor and report performance
5. Provide remedies for affected parties

Reference link for the information and an HRDD process	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	88

HRDD process diagram

Human Rights Due Diligence: HRDD

Information on other social management

Plans, performance, and outcomes related to other social management

Risk Management Approaches Related to the Companys Operations

Risk Issue	Risk Control Measures
Fair Labor Practices	● Establish a Human Rights Policy as a guideline for implementation ● Define clear operational procedures to ensure fair treatment of employees and strict compliance with relevant labor laws and regulations
Health and Safety in the Working Environment	● Establish an Occupational Health, Safety, and Work Environment Policy to guide operational practices ● Regularly inspect the workplace environment to ensure safety for employees and visitors
Personal Data Protection of Stakeholders	● Establish a Personal Data Protection Policy as a guideline for compliance ● Provide training and awareness programs for employees on information security and data protection
Health and Safety of Stakeholders	● Establish a Human Rights Policy as an operational guideline ● Regularly monitor and assess workplace conditions to ensure the safety of employees and stakeholders
Discrimination Against Customers / Business Partners	● Establish a Fair Treatment Policy for customers to ensure equal and transparent practices ● Implement a formal supplier and business partner selection process
Environmental Impact from Organizational Operations	● Establish an Environmental Policy as a guideline for operational practices ● Implement measures to reduce environmental impacts that may affect communities and society

Performance on Compliance with Labor and Human Rights Regulations

Labor and Human Rights Compliance Cases	2023	2024	2025
Human Rights Complaints	0 cases	0 cases	0 cases
Labor Law Violation Disputes	0 cases	0 cases	0 cases
Compensation or Fines from Labor Law Violations	0 million Baht	0 million Baht	0 million Baht

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

Employee Remuneration Policy

The Company places importance on a fair and competitive remuneration policy for all employees to ensure motivation and retention of high-performing personnel in a competitive business environment. The policy aims to provide appropriate compensation levels that are aligned with industry standards or comparable sectors, while fostering employee engagement and supporting sustainable organizational growth.

Human Resource Development Policy

1. **Internal Training**

The Company conducts training for new employees (Orientation) and ensures continuous knowledge and skill development through on-the-job training. This includes empowering employees to fully utilize their potential in their respective roles.

2. **External Training**

Recognizing that employee development can also occur outside the workplace, the Company supports employees in attending specialized external training to enhance their knowledge, skills, and effectiveness in their respective fields. This includes courses on specific technologies such as 5G networks, cloud computing, data centers, cybersecurity, IoT, and smart solutions. Additionally, there are courses to support various business aspects, such as financial analysis, workplace security, project management, and English language courses.

Employee Engagement and Talent Retention

The Company is committed to fostering employee engagement and supporting employees in growing together with the organization. To achieve this, the Company has established a Welfare Committee and provides a range of employee benefits beyond those required by law, with the aim of enhancing employees quality of life and enabling them to work more effectively. These benefits include the installation of drinking water filtration systems, air purifiers, and clean and adequate restroom facilities, as well as group health insurance, financial assistance for various occasions, sports and recreational benefits, a provident fund, and housing loan support programs. In addition, the Company encourages financial discipline in saving and investment, which forms a foundation for employees long-term financial security through the following initiatives.

1. **Provident Fund**

The Company established a Provident Fund on 1 May 2014, which is currently managed by Kasikorn Asset Management Company Limited. The fund aims to enhance employee morale and motivation, while encouraging employees to remain with the Company over the long term. The Company also supports the selection of fund managers who comply with and/or implement responsible investment practices, taking into consideration Environmental, Social, and Governance (ESG) factors. The fund operates in accordance with sound investment governance principles, as such investment practices aim to generate the best long-term benefits for fund members, who are the Companys employees.

2. **Employment Milestone Award Program (5 Years and Above)**

The Company recognizes the dedication and commitment of employees who have continuously contributed to the organizations success. As a token of appreciation and to further motivate employees, the Company provides long-service awards for employees with a tenure of five years or more. This award not only serves as a symbol of pride but also reflects the value the organization places on employees who have been part of the Companys journey over the years. The program aims to strengthen employees sense of importance and belonging within the organization, support the retention of talented personnel, and encourage employees to grow together with the Company in a sustainable manner.

Human Rights

The Company has established a policy to support and respect the protection of human rights by treating all stakeholdersincluding employees, communities, and societywith respect for human dignity. The Company upholds the principles of equality and freedom, ensuring that fundamental rights are not violated and that no discrimination occurs on the basis of race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company also ensures that its business operations are not involved in any human rights violations, such as child labor, sexual harassment, or other forms of exploitation. In addition, the Company promotes monitoring and compliance with human rights standards by encouraging participation and providing channels for stakeholders to express opinions or file complaints in cases where rights may have been violated as a result of the Companys operations. Appropriate remedial actions will be taken when necessary.

Occupational Health, Safety, and Work Environment

The Company places great importance on occupational health, safety, environmental protection, and the well-being of all stakeholders, including employees, business partners, contractors, and surrounding communities. The Company recognizes the importance of employees quality of life and workplace safety, both for personnel working within the office and those performing duties outside the office premises, as well as the well-being of communities located near the Companys operations. The Company is committed to maintaining a safe working environment that protects both employees lives and property. Safety awareness is also continuously promoted through training programs to prevent illness and workplace injuries, thereby supporting employees health and overall quality of life. In 2025, the Company set a target of achieving zero Lost Time Injury Rate (LTIR) for employees.

To achieve this objective, the Company has implemented the following risk management and safety measures:

- Establishing an Occupational Health and Safety Policy, which is disclosed on the Companys website and communicated to employees at all levels
- Implementing an Occupational Health and Safety Management System in accordance with ISO 45001:2018, integrating international safety standards into operational processes.
- Providing safety orientation and training for employees prior to commencing work, covering occupational health and safety management systems as well as relevant safety regulations, to ensure employees are prepared to perform their duties effectively and safely.
- Establishing safety measures and quantitative targets for improving occupational health, safety, and workplace environments. These targets guide related measures such as health and safety certification standards, workplace risk assessments, and the recording of workplace safety statistics in accordance with occupational health and safety management standards.

- Appointing Safety Officers responsible for monitoring, inspecting, and improving workplace conditions to ensure compliance with quality management and relevant safety standards.
- Implementing facial recognition and fingerprint scanning systems for office access control, allowing entry only to authorized personnel in order to enhance the safety of employees and company assets.
- Providing basic medical supplies and medication within the office to support employee health care.
- Arranging annual health check-ups for employees, along with group health insurance coverage to strengthen employees health security.
- Installing Automated External Defibrillators (AEDs) for emergency situations.
- Installing air purifiers within office areas to promote a healthier working environment.

Reference link for employee and labor management plan : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 97

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Promoting local employment	Promote local employment in project areas, with at least 50% of the workforce sourced from the local community.	2025: Local employment in project areas reached 78%.	2029: Promote local employment in project areas, with at least 50% of the workforce sourced from the local community.
• Employee training and development	Employee training of not less than 8 hours per person.	-	2026: Employee training of not less than 8 hours per person.
• Promoting employee relations and participation	The employee turnover rate does not exceed 10%.	-	2026: The employee turnover rate does not exceed 10%.
• Promoting employee relations and participation	Employee engagement level: More than 80%	-	2026: Employee engagement level: More than 80%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes

management

In 2025, the Company successfully obtained ISO 45001:2018 certification for Occupational Health and Safety (OHS) management. In addition, the Company achieved Bronze-level certification for the second consecutive year, with a total of 1,811,080 safe working hours, as part of the 2025 campaign to promote zero workplace accidents.

Occupational Health, Safety, and Workplace Environment Initiatives

AED and CPR Training Program

The Company has installed Automated External Defibrillators (AEDs) at its office to support emergency situations and enhance workplace safety. In addition, AED and Cardiopulmonary Resuscitation (CPR) training was provided to ensure employees can use the equipment correctly and respond promptly in emergencies. This initiative reflects the Companys commitment to employee health, safety, and emergency preparedness.
Number of participants: 48 employees

Safety Officer Training Program for Supervisors

The Company organized a Safety Officer Training Program for supervisory-level employees to strengthen their understanding of occupational safety responsibilities. The training covered relevant safety laws, standards, and safety management practices, while promoting safety awareness within the organization. The program aims to enhance supervisors ability to manage workplace safety effectively and reduce risks and workplace accidents.
Number of participants: 95 employees

Executive-Level Safety Officer Training Program

The Company organized an Executive-Level Safety Officer Training Program to enhance management personnels understanding of their roles and responsibilities in occupational safety. The training covered relevant safety laws, occupational health and safety standards, and workplace environment management, while strengthening executive-level safety management skills for practical application in workplace operations.
Number of participants: 54 employees

Electrical Safety and Emergency Response Training Program

The Company organized an Electrical Safety and Emergency Assistance Training Program to enhance employees knowledge and awareness of safe practices when working with electrical systems. The training covered electrical hazards, preventive safety measures, and practical guidance on safely assisting individuals affected by electrical accidents, ensuring the safety of both the injured person and the rescuer in emergency situations. Number of participants: 47 employees

First Aid and Basic Life Support Training

The Company organized First Aid and Basic Life Support (BLS) training to equip employees with the knowledge and skills required to respond to emergency situations effectively. The training helps reduce the severity of injuries, increase the chances of survival before medical assistance arrives, and promote a stronger safety culture within the organization. Number of participants: 71 employees

Working at Height Safety Training for Supervisors

The Company organized Working at Height Safety Training for supervisors to enhance their knowledge and skills in supervising work at height safely. The training covered risk assessment, work planning, and the implementation of appropriate safety measures to prevent accidents. This program helps ensure safe operations, reduce the risk of falls, and strengthen the organizations workplace safety standards. Number of participants: 23 employees

Safety Committee Training Program

The Company organized Safety Committee Training to enhance committee members understanding of their roles, responsibilities, and relevant safety regulations. The program enables the committee to effectively review, recommend, and oversee workplace safety measures, helping ensure a safer working environment and reducing the risk of workplace accidents. Number of participants: 22 employees

Fire Safety Training and Emergency Evacuation Drill

The Company conducts annual fire safety training and emergency evacuation drills to enhance employees knowledge, preparedness, and skills in responding to emergency situations. The program helps employees understand proper evacuation procedures, the correct use of fire extinguishing equipment, and compliance with workplace safety measures. These activities aim to reduce risks and prevent potential losses while promoting a safe and prepared working environment.

Annual Health Check-up Program

The Company provides an annual health check-up and influenza vaccination program for employees to help prevent work-related health risks that may affect work performance. This initiative reflects the Companys commitment to promoting employee well-being, creating a safe working environment, and supporting long-term organizational stability.

Basic Health Screening with IMVS

To promote continuous employee health monitoring, the Company has installed an IMVS health screening device for regular use. The device measures key health indicators such as blood oxygen level, blood pressure, weight, and height, enabling employees to conveniently track their health and reduce potential long-term health risks.

Employee Fitness and Wellness Activities

The Company promotes employees health and well-being through various fitness and wellness initiatives, such as the Fit & Firm program, health massage sessions, a badminton club, and fitness facilities. These activities encourage regular exercise, reduce stress, and support a healthy working environment and improved quality of life for employees.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	489	552	550
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	489	552	550
Male employees (persons)	N/A	298	287
Percentage of male employees (%)	N/A	53.99	52.18
Female employees (persons)	N/A	254	263
Percentage of female employees (%)	N/A	46.01	47.82
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	164	141
Percentage of employees under 30 years old (%)	N/A	29.71	25.64
Total number of employees 30-50 years old (Persons)	N/A	369	386
Percentage of employees 30-50 years old (%)	N/A	66.85	70.18
Total number of employees over 50 years old (Persons)	N/A	19	23

	2023	2024	2025
Percentage of employees over 50 years old (%)	N/A	3.44	4.18

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	71	58
Percentage of male employees under 30 years old (%)	N/A	23.83	20.21
Total number of male employees 30-50 years old (Persons)	N/A	211	210
Percentage of male employees 30-50 years old (%)	N/A	70.81	73.17
Total number of male employees over 50 years old (Persons)	N/A	16	19
Percentage of male employees over 50 years old (%)	N/A	5.37	6.62

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	93	83
Percentage of female employees under 30 years old (%)	N/A	36.61	31.56
Total number of female employees 30-50 years old (Persons)	N/A	158	176
Percentage of female employees 30-50 years old (%)	N/A	62.20	66.92
Total number of female employees over 50 years old (Persons)	N/A	3	4
Percentage of female employees over 50 years old (%)	N/A	1.18	1.52

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	N/A	536	517
Percentage of employees in operational level (%)	N/A	97.10	94.00
Total number of employees in management level (Persons)	N/A	0	14
Percentage of employees in management level (%)	N/A	0.00	2.55
Total number of employees in executive level (Persons)	N/A	16	19
Percentage of employees in executive level (%)	N/A	2.90	3.45

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	N/A	285	261
Percentage of male employees in operational level (%)	N/A	95.64	90.94
Total number of male employees in management level (Persons)	N/A	0	12
Percentage of male employees in management level (%)	N/A	0.00	4.18
Total number of male employees in executive level (Persons)	N/A	13	14
Percentage of male employees in executive level (%)	N/A	4.36	4.88

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	N/A	251	256

	2023	2024	2025
Percentage of female employees in operational level (%)	N/A	98.82	97.34
Total number of female employees in management level (Persons)	N/A	0	2
Percentage of female employees in management level (%)	N/A	0.00	0.76
Total number of female employees in executive level (Persons)	N/A	3	5
Percentage of female employees in executive level (%)	N/A	1.18	1.90

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	298	287
Bangkok Metropolitan (Person)	N/A	291	280
Northern (Person)	N/A	3	3
Central (Person)	N/A	0	0
Northeastern (Person)	N/A	2	2
Southern (Person)	N/A	2	2
Eastern (Person)	N/A	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	254	263
Bangkok Metropolitan (Person)	N/A	252	261
Northern (Person)	N/A	1	1
Central (Person)	N/A	0	0
Northeastern (Person)	N/A	0	0
Southern (Person)	N/A	1	1
Eastern (Person)	N/A	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00
Total number of employees with disabilities (Persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0

	2023	2024	2025
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	205,390,000.00	213,860,000.00	221,299,791.05
Total male employee remuneration (baht)	N/A	N/A	136,759,374.34
Percentage of remuneration for male employees (%)	N/A	N/A	61.80
Total female employee remuneration (baht)	N/A	N/A	84,540,416.71
Percentage of remuneration for female employees (%)	N/A	N/A	38.20
Average of remuneration of employees (Baht/persons)	420,020.45	387,427.54	402,363.26
Average of remuneration for male employees (Baht/persons)	N/A	N/A	476,513.50
Average of remuneration for female employees (Baht/persons)	N/A	N/A	321,446.45
Rate of average of remuneration between female employees and male employees	N/A	N/A	0.67

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company established a Provident Fund on 1 May 2014, which is currently managed by Kasikorn Asset Management Company Limited. The fund aims to enhance employee morale and motivation, while encouraging employees to remain with the Company over the long term. The Company also supports the selection of fund managers who comply with and/or implement responsible investment practices, taking into consideration Environmental, Social, and Governance (ESG) factors. The fund operates in accordance with sound investment governance principles, as such investment practices aim to generate the best long-term benefits for fund members, who are the Companys employees.

Reference link to provident fund management policy and guidelines : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 92

Overview of methods for determining employee and employer contribution Rates

The Company contributes to the Provident Fund at a rate of 3.00% of each participating employees salary, on a voluntary basis. In 2025, a total of 158 employees participated in the Provident Fund out of 297 eligible employees, representing 53.20% participation. During the year, the Company contributed a total of 2.56 million Baht to the Provident Fund.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	230	230	297
Number of employees joining in PVD (persons)	134	134	158
Number of PVD members / Total employees (%)	27.40	24.28	28.73
Number of PVD members / Total eligible employees (%)	58.26	58.26	53.20

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,216,490.00	2,242,257.00	2,564,175.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED	Yes	550	297	158	28.73	53.20

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

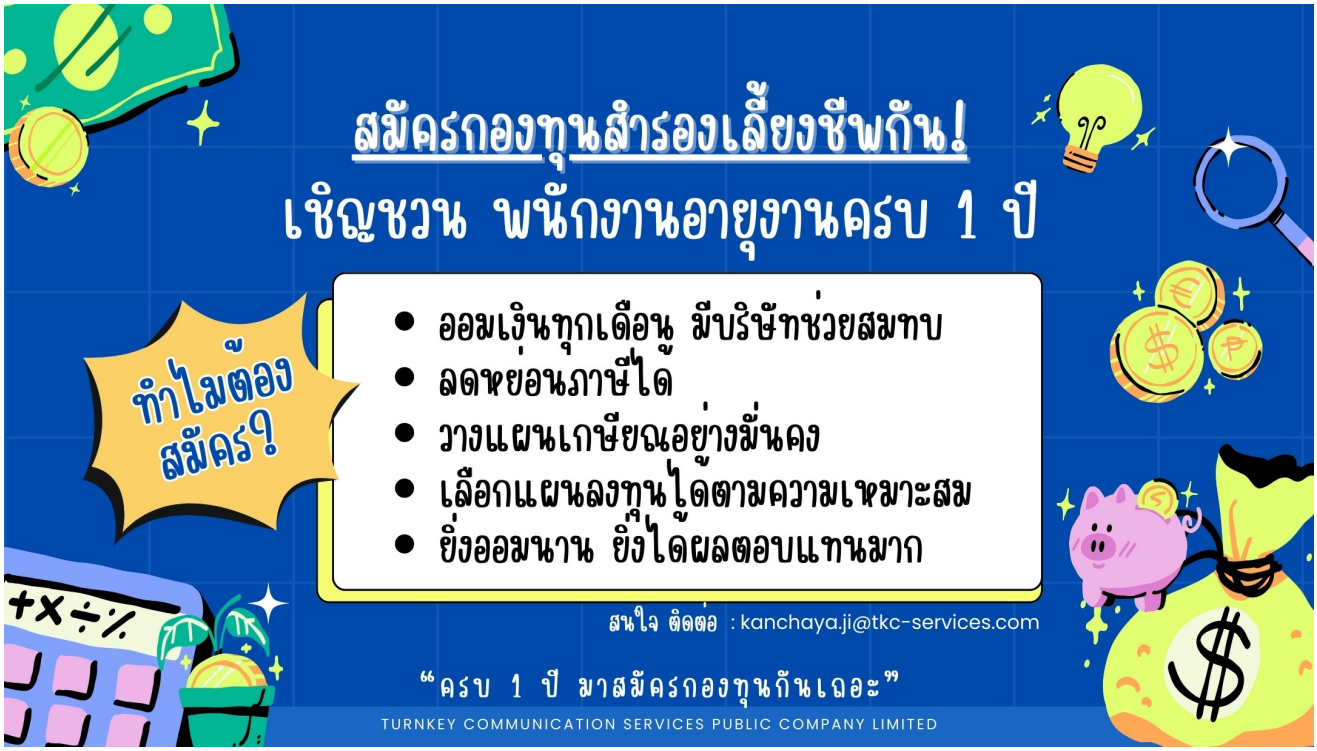
Initiatives to encourage employees to achieve sufficient retirement savings

The Company has undertaken internal communications to encourage employees who have completed one year of service to join the provident fund. This has been carried out through the Companys intranet system to promote long-term savings and systematic retirement planning, thereby enhancing the financial security of employees in the future.

Providing education or information on selecting appropriate investment policies

Invitation for Employees with One Year of Service to Enroll in the Provident Fund

invite all employees who have completed one year of service to join the Provident Fund Program to build long-term and secure savings for the future.



Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	25.46	27.71	28.12

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	954,989.00	1,017,142.00	1,097,920.50

	2023	2024	2025
Total number of hours worked by employees (Hours)	954,989.00	1,017,142.00	1,097,920.50

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) (*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) (**)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	30	17	31

	2023	2024	2025
Total number of male employee turnover leaving the company voluntarily (persons)	16	11	14
Total number of female employee turnover leaving the company voluntarily (persons)	14	6	17
Proportion of voluntary resignations (%)	6.13	3.08	5.64
Percentage of male employee turnover leaving the Company voluntarily (%)	53.33	64.71	45.16
Percentage of female employee turnover leaving the Company voluntarily (%)	46.67	35.29	54.84

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://www.tkc-services.com/storage/download/cg/tkc-personal-data-protection-policy-en.pdf
Page number of the reference link	:	3

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf
Page number of the reference link	:	5 ข้อ 5

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf
Page number of the reference link	:	5 ข้อ 5

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes

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

The Company is committed to continuously enhancing its products and services, as well as those of its affiliated companies, to ensure customer satisfaction and deliver the highest value. The Company upholds responsible, honest, and attentive customer service through the following principles:

1. The Company prioritizes product quality and standards, focusing on selecting safe products that meet international standards. The Company also strives to improve its service management systems to ensure that customers receive highquality products and services, thereby achieving the highest level of satisfaction.
2. The Company is committed to continuously sourcing new products to meet customer needs, offering a diverse range of highquality and standardized products that align with customer expectations. The Company adheres to fair marketing practices, ensuring that customers receive accurate, clear, and nonmisleading information about its products and services, enabling customers to make informed decisions.
3. The Company places great importance on customer safety and is committed to delivering highquality and safe products and services in accordance with international safety standards and applicable legal requirements. The Company regularly designs, develops, and improves its products and services to reinforce customer confidence in their quality, standards, and safety.
4. The Company has established a customer relationship management system to facilitate communication with customers and efficiently handle complaints related to product and service quality through the Companys website, ensuring prompt responses to customer needs.
5. The Company maintains strict confidentiality of customer information and will not use such information in any improper manner.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer satisfaction level with the organization: More than 80%	-	2026: Customer satisfaction level with the organization: More than 80%

Information on performance and results of customer management

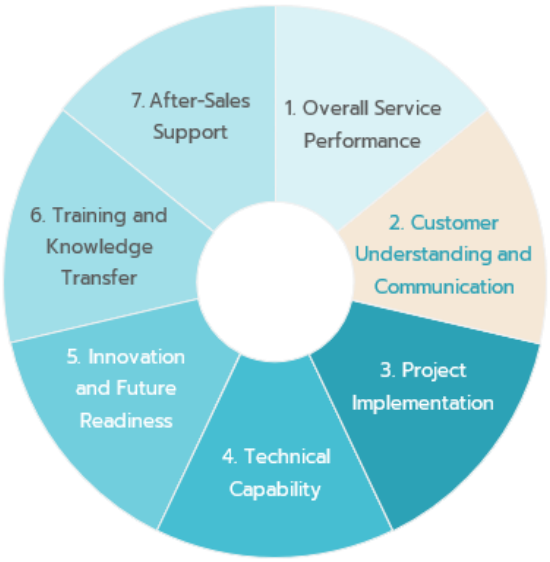
Performance and outcomes of customer management

Performance and outcomes of customer : Yes

management

Customer Satisfaction Evaluation Criteria

Customer satisfaction surveys are conducted twice a year via email and sent to executives or relevant representatives of the Companys client organizations. The Company has established a target for customer satisfaction to exceed 80%. The evaluation is based on seven assessment criteria, as follows:



Overall Customer Satisfaction Results

Year	Goals	Result
2024	> 80%	88.17%
2025	> 80%	87.66%

Customer Satisfaction Results 2025

The results of the 2025 customer satisfaction survey indicate that most customers reported high levels of satisfaction in the following areas:

- Responsiveness and proactive handling of customer needs or issues
- Effective communication throughout the project lifecycle
- Efficient project planning and management

To further enhance service quality, the Company has identified several areas for improvement, including:

- Enhancing capabilities in designing solutions that support future operational needs
- Improving the efficiency of problem resolution and after-sales support

The Company remains committed to continuously implementing these improvements to enhance service quality and effectively meet customer needs in a sustainable manner.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	0-2401-8222
Fax	:	0-2940-9868
Email	:	customer_complaint@tkc-services.com
Companys website	:	https://www.tkc-services.com/
Address	:	44/44 Vibhavadi-Rangsit 60 Yake 18-1-2, Talad Bangkhen, Laksi, Bangkok 10210

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf
Page number of the reference link	:	5

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Occupational health, safety, health, and quality of life, Reducing inequality

The Company recognizes its responsibility toward communities and society and is committed to strengthening communities while contributing meaningfully to society. The Company supports social assistance initiatives, community development activities, and programs aimed at improving the quality of life of local communities. In addition, the Company encourages employee volunteerism and promotes awareness of social, environmental, and community responsibility among employees at all levels.

Community and Social Management Plans

1. Promote education and youth development through activities that enhance youth skills and potential.
2. Prioritize local employment opportunities for communities in project areas.
3. Promote job opportunities through local educational institutions.

Reference link for company's community and social management plan	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	102

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Promote local employment within local projects, at least 50%.	2025: Promoting local employment through local projects accounts for 78%.	2029: Promote local employment within local projects, at least 50%.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Smart Farm Training Program with Natthaphum Foundation, Lampang Province

Objective

The Company aims to support Thai farmers in adopting Smart Farming, which integrates intelligent technologies into agricultural practices to improve efficiency, increase yields, and enhance farmers income and quality of life. In collaboration with the Natthaphum Foundation in Lampang Province, the Company has developed a Smart Farming prototype greenhouse as a learning center for farmers and the public. The project combines the Companys technological expertise with the Foundations agricultural knowledge to promote modern farming practices and support the development of the Companys Smart Solutions business.

Implementation

Assessment	● Assess the existing greenhouse conditions, including water and electrical systems, damaged areas, and site readiness. ● Collect baseline data such as temperature, humidity, water usage, and pest issues.
Development	● Design and install IoT-based Smart Farm systems, including environmental sensors and automated water control systems (valves and pumps). ● Repair damaged greenhouse structures and water systems to ensure operational readiness. ● Develop a dashboard and alert system to monitor data and track system performance.
Knowledge Enhancement	● Conduct hands-on training on planting, crop care, harvesting, and the use of Smart Farm systems. ● Train participants on reading dashboard data, system configuration, and equipment maintenance. ● Provide user manuals and cultivation record templates.
Opportunity Creation	● Establish a Smart Farm learning center for community members and schools to visit and learn. ● Support agricultural production for both consumption and sale to generate income for the center. ● Connect with markets, buyers, and partner organizations to expand the initiative.

Challenges	Solutions
● IoT equipment damaged due to operational use and environmental factors such as storms and heavy rain. ● Structural damage to greenhouses causing equipment displacement. ● Damaged solenoid valves.	● Repair IoT devices (battery replacement and installation checks). ● Repair greenhouse water control systems (power supply and motor valve replacement). ● Test and maintain the greenhouse irrigation system (sprinklers).

Project Targets and Outcomes		
Target		**Result**
Install a solar-powered irrigation system for vegetable plots to reduce electricity consumption from external sources	**1,000 kWh/month**	**1,000 kWh/month**
Reduce electricity expenses for the foundation	**4,000 Baht/month**	**4,000 Baht/month**
Provide Smart Farming knowledge and training to teachers and students	**120 participants**	**120 participants**

FPV (First Person View) Drone Training Program for the CIB Drone Unit

Objective

The Company organized FPV (First Person View) drone training for the CIB Drone Unit to support the development of unmanned aerial technology capabilities. This initiative aims to enhance operational readiness and strengthen the technological capabilities of personnel involved in national security missions.

Project Targets and Outcomes		
Target		Result
Provide FPV drone training to participants	30 participants	30 participants
Participants able to operate FPV drones effectively in indoor environments	100%	100%
Participants able to control drones accurately in confined spaces	100%	100%

Local Employment

The Company places importance on promoting local employment, particularly for projects that require personnel to work in provincial areas. The Company prioritizes recruiting and hiring individuals from nearby communities to provide local residents with access to employment opportunities, reduce the need for migration in search of work, and support sustainable income distribution within local communities. In 2025, the Company set a target to promote local employment in project areas to at least 50% by 2029, compared with the 2025 baseline year.

Target	2025 Performance
Promote local employment in project areas to at least 50% by 2029, compared with the 2025 baseline year	**77.78%**

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : Yes

	2023	2024	2025
Reduce electricity expenses for the foundation/year (Baht)	0.00	0.00	48,000.00

Non-financial benefits

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

	2023	2024	2025
Educational beneficiaries (Persons)	0.00	0.00	120.00
Installation of a solar-powered vegetable plot irrigation system/year (watt)	0.00	0.00	12,000.00

	2023	2024	2025
Hiring local employees (%)	0.00	0.00	78.00
Farmers have increased their production (%)	0.00	0.00	30.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED Symbol : TKC

Market : SET Industry Group : Technology Sector : Information & Communication Technology

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Turnkey Communications Services Public Company Limited (Company) understands the importance of good corporate governance. Good corporate governance improves organizational efficiency and is vital to sustainable growth, which benefits all stakeholders, which encompasses staff, investors, shareholders, and other stakeholders. Therefore, the board of directors considers it appropriate to formalize the corporate governance policy and ensure that it addresses important issues ranging from the structure, role, responsibilities, and accountability of the directors. The policy also includes guidelines for executives on aspects such as transparency, clarity, and verifiability. This ensures that the Company is managed fairly in a way that maximizes the benefits of shareholders and other stakeholders.
In order for the Company to gain the trust of shareholders and other stakeholders and create value sustainably in accordance with the goals of the business, shareholders, capital markets, and overall society, the Company has prepared this corporate governance policy using the Listed Company Corporate Governance Framework BE 2560 (AD 2017), which was prepared as a guideline by the Securities Exchange Commission.
Corporate Governance Principle and Policy
The Board of Directors emphasizes compliance to the ideals of good corporate governance, covering 8 principles as follows:
Principle 1 The Roles and Responsibilities of the Board of Directors
Principle 2 Mission and Primary Objectives of the Company
Principle 3 Fostering an Effective Board of Directors
Principle 4 Recruiting and Developing Senior Management and HR Management
Principle 5 Supporting Innovation and Responsible Business
Principle 6 Risk Management and Appropriate Internal Controls
Principle 7 Maintaining Financial Credibility and Transparency
Principle 8 Encouraging Investor Relations and Participation

Reference link for the full version of corporate governance policy and guidelines : https://www.tkc-services.com/en/who-we-are/corporate-governance/corporate-governance-policy

Page number of the reference link : -

Policy and guidelines related to the board of directors

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

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

Nomination of directors

Recruitment and Appointment of Directors and Senior Executives

In selecting and appointing directors, the Board of Directors emphasizes transparency throughout the selection and nomination process. The Board assigns the Nomination and Remuneration Committee to oversee the recruitment of qualified candidates in accordance with good corporate governance practices. The Committee considers candidates knowledge, experience, and competencies that align with the Companys business strategies, as outlined in the Board Skill Matrix.

Additionally, the Company provides shareholders with the opportunity to nominate qualified individuals for directorship. Candidates may also be considered from the Director Pool or from among the existing directors whose terms are due to expire. The Nomination and Remuneration Committee undertakes a thorough review of the qualifications and suitability of nominated candidates or directors retiring by rotation or resigning.

In 2025, no nominations were received from shareholders for consideration by the Nomination and Remuneration Committee. Therefore, the Committee recommended that the directors whose terms were expiring at the 2025 Annual General Meeting of Shareholders be reappointed for another term, based on their educational background, skills, professional experience, performance during the past year, willingness and availability to dedicate sufficient time to the Board, and other qualifications consistent with the Companys strategic directions.

Qualifications of Directors

Directors of the Company must possess the following qualifications:

- Possess knowledge, capability, integrity, and ethical business conduct, as well as sufficient time and dedication to perform their duties for the Company.
- Fully meet the qualifications and not possess any prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, and other applicable laws. Directors must not exhibit any traits that would render them untrustworthy to manage an entity with public shareholders, as stipulated by the Capital Market Supervisory Board.
- Must not operate businesses of the same nature and in competition with the Company, nor be a partner or director of any entity engaging in such competing business, whether for their own benefit or for others, unless such information has been disclosed to shareholders prior to appointment.
- Independent directors must meet the independence criteria established by the Company and those prescribed by the Capital Market Supervisory Board. They must also be capable of safeguarding the interests of all shareholders equally, preventing conflicts of interest, and expressing opinions independently during Board meetings.

Determination of director remuneration

The company's Nomination and Remuneration Committee proposes guidelines and determines directors' remuneration at an appropriate level, comparable to companies of similar size in the same industry, taking into account performance, suitability in relation to the scope of duties and responsibilities of each director in the past year.

Page number of the reference link : ส่วนที่ 2

Independence of the board of directors from the management

Is not a director appointed by the Company's board to have authority in decision-making regarding the Company's operations, major subsidiaries, affiliated companies, subsidiaries of the same level, major shareholders, or controlling parties.

Director development

The company has a policy to promote continuous and regular training and education for directors and executives to ensure continuous improvement in business practices. More than 75 percent of the company's directors participate in training organized by the Thai Institute of Directors Association (Thai IOD), completing courses designed for directors, such as the Director Certification Program (DCP) or the Director Accreditation Program (DAP).

Board performance evaluation

The company has arranged for an annual performance evaluation of the Board of Directors and sub-committees, both on an individual and collective basis, in order to review the evaluation results and use them to consider measures for improving operational efficiency, as well as to develop and adjust practices to align with the performance assessment of the Board in accordance with good corporate governance guidelines.

Page number of the reference link : ส่วนที่ 2

Corporate governance of subsidiaries and associated companies

The Company has established a management and governance structure for its subsidiaries to enable effective supervision, management control, and accountability over the operations of subsidiaries as if they were integral units of the Company. This also includes ongoing monitoring of subsidiary management in order to safeguard the Companys investment interests. The details are as follows:

1. The Company shall appoint qualified persons with appropriate knowledge, expertise, and professional experience relevant to the subsidiaries to serve as directors or executives of such subsidiaries, in proportion to the Companys shareholding in each subsidiary. Any such appointment must be approved by a resolution of the Companys Board of Directors. In addition, the Company shall clearly define the scope of duties and responsibilities of the directors or executives appointed to subsidiaries.
2. The Company shall clearly prescribe the scope of authority and discretionary powers of the directors or executives appointed to subsidiaries. For matters of significance, any voting by such persons at meetings of the subsidiarys board of directors must obtain prior approval from the Companys Board of Directors.
3. The Company shall monitor and ensure that subsidiaries make complete, accurate, and timely disclosures of information regarding their financial position and operating results, related party transactions, and the acquisition or disposal of significant assets.
4. The Company shall arrange for periodic reviews and reporting of the effectiveness of internal controls of its subsidiaries, and shall report the results to the Audit Committee on a regular basis.
5. The Company shall oversee and ensure that directors and executives of subsidiaries perform their duties and responsibilities in compliance with applicable laws and regulations.
6. The Company has established governance mechanisms requiring the following transactions of subsidiaries to obtain prior approval from the Companys Board of Directors or shareholders meeting, as the case may be:

(a) Related party transactions between subsidiaries and related persons;

(b) The acquisition or disposal of significant assets; and

(c) Any other significant transactions of subsidiaries.

Reference link for Corporate governance of subsidiaries and associated companies : https://www.tkc-services.com/storage/download/cg/tkc-subsidiary-and-associate-company-governance-policy-en.pdf

Page number of the reference link : 3

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

Rights of Shareholders

The Company respects and protects the fundamental rights of shareholders. The Company has established policies to ensure that shareholders receive equitable treatment and access to important information in a timely manner.

Shareholders are entitled to receive relevant information, exercise their rights, and participate in important corporate decisions without any restriction or violation of their rights. The Company also ensures that shareholders are provided with appropriate opportunities to attend shareholders meetings and exercise their voting rights.

Equal Treatment of Shareholders

The Company treats all shareholders equally and fairly, whether they are executive shareholders, non-executive shareholders, or foreign shareholders.

Reference link for Shareholder : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 138-139

Employee

1. Providing fair and appropriate compensation, welfare, and benefits.
2. Creating a good and safe working environment.
3. Conducting business responsibly in terms of environmental, social, and economic aspects, and corporate governance, in accordance with sustainable development principles.
4. Developing employee potential and career paths to retain valuable employees.
5. Providing office equipment and utilizing technology to support work.

Reference link for Employee : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Customer

1. Deliver quality products and services that meet standards within the specified timeframe.
2. Procure products and services efficiently and according to customer needs.
3. Provide after-sales service quickly, on time, and efficiently.
4. Provide technical information and consultation quickly and accurately.
5. Operate in strict accordance with customer data security policies.
6. Resolve issues quickly and effectively.
7. Strictly and honestly comply with terms and contracts.

Business competitor

1. The Company conducts its business under fair, transparent, and ethical competition without taking unfair advantage of competitors.
2. The Company shall not seek confidential information of competitors through dishonest or inappropriate means, such as offering inducements to employees of competitors.
3. The Company shall not damage the reputation of competitors through false allegations, dissemination of misleading information, or unfair attacks.
4. The Company shall not enter into agreements with competitors or any other parties in a manner that reduces or restricts fair competition.
5. In dealings with competitors, employees must not disclose or allow confidential information of the Company to be disclosed to competitors.

Reference link for Business competitor : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 188

Business partner

1. The Company treats its business partners and creditors equitably and fairly, based on mutual benefit and fair returns to both parties. The Company strictly complies with contractual terms and conditions. In the event that any obligation cannot be fulfilled, the Company shall promptly notify the relevant business partners and/or creditors in advance to jointly consider appropriate solutions.
2. In business negotiations, the Company shall refrain from requesting, accepting, or offering any improper benefits. If there is any indication that employees have requested, accepted, or offered improper benefits, such matters must be reported through the Companys whistleblowing or complaint channels. The Company shall investigate such cases and take appropriate action in accordance with its whistleblowing policy.

Reference link for Business partner : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 187

Creditor

1. The Company treats its business partners and creditors equitably and fairly, based on mutual benefit and fair returns to both parties. The Company strictly complies with contractual terms and conditions. In the event that any obligation cannot be fulfilled, the Company shall promptly notify the relevant business partners and/or creditors in advance to jointly consider appropriate solutions.
2. In business negotiations, the Company shall refrain from requesting, accepting, or offering any improper benefits. If there is any indication that employees have requested, accepted, or offered improper benefits, such matters must be reported through the Companys whistleblowing or complaint channels. The Company shall investigate such cases and take appropriate action in accordance with its whistleblowing policy.

Reference link for Creditor : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 187

Government agencies

1. Comply transparently with all applicable laws and regulations
2. Provide accurate and timely information when required

Reference link for Government agencies : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 74

Community and society

1. Promotion of activities beneficial to communities
2. Organize activities and utilize technology to support various activities or projects that are beneficial to society
3. Provide accurate and timely disclosure of corporate information and performance

Reference link for Community and society : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 74

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

TKC institutes the Code of Conduct for staff and executives to uphold along with the rules of the Company with the hope that management and operations will be transparent, fair, efficient, honorable, and trustworthy to customers and the public.

Reference link for the full version of business code of conduct	:	https://www.tkc-services.com/storage/download/cg/tkc-code-of-conduct-en.pdf
Page number of the reference link	:	1

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

The Company has established policies on the prevention of conflicts of interest under its Corporate Governance Policy and Code of Conduct, as follows:

1. The Board of Directors shall require directors and executives to disclose information regarding their interests and those of related persons. This enables the Board to consider transactions that may involve conflicts of interest and make decisions in the best interest of the Company as a whole. Directors and executives with vested interests in any transaction must not participate in the decision-making process for such transactions.
2. The Board shall carefully consider potential conflicts of interest. Transactions that may involve conflicts of interest must be subject to clear guidelines and conducted for the benefit of the Company and its shareholders as a whole. Interested parties must not participate in decision-making, and the Board shall ensure compliance with procedures and disclosure requirements relating to such transactions in an accurate and complete manner.
3. In cases where the Board appoints any person as an advisor to the Nomination and Remuneration Committee, the Company shall disclose information regarding such advisor in the annual report, including independence and the absence of conflicts of interest.
4. Employees shall not use their position, authority, or information obtained from their duties for personal gain or for the benefit of others, nor engage in any business that competes with the Company.
5. Employees shall strictly maintain the confidentiality of information relating to customers, business partners, and the Company.

Reference link for Prevention of Conflicts of Interest	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	185

Anti-corruption

The Company understands the importance of opposing corruption and has a strong commitment to running the business honestly under good governance while upholding governance and ethics in doing business, have social and environmental responsibility, and responsibility towards all stakeholders, operating the business with transparency, fairness, and accountability.

Reference link for Anti-corruption	:	https://www.tkc-services.com/en/who-we-are/corporate-governance/anti-corruption
Page number of the reference link	:	-

Whistleblowing and Protection of Whistleblowers

The Company encourages all stakeholders to report any potential fraud, corruption, bribery of officials, or violations of business ethics or related regulations.To help improve, correct or take action to make it more correct, appropriate, transparent and efficient, including measures to protect whistleblowers to build confidence in those individuals to fully cooperate.

Reference link for Whistleblowing and Protection of Whistleblowers	:	https://www.tkc-services.com/storage/download/cg/tkc-whistleblower-policy-en.pdf
Page number of the reference link	:	3-4

Prevention of Misuse of Inside Information

The Company enforces strict controls on the use of inside information, applicable to directors, executives, and employees. All parties are required to report their securities holdings in accordance with applicable laws. The Company prohibits the trading of its securities while material information has not yet been disclosed to the public, and forbids the use or disclosure of inside information for personal gain or for the benefit of others. Strict confidentiality of information relating to the Company and its subsidiaries is also required. Any violations are subject to disciplinary action based on the severity of the offence, and all personnel must fully comply with the Securities and Exchange Act and relevant regulations.

Gift giving or receiving, entertainment, or business hospitality

The Company requires directors, executives, and employees at all levels to deal with all forms of corruption cautiously as follows:

Gifts, entertainment, and other benefits

Giving gifts or assets or providing entertainment or any other benefits to customers, suppliers, or stakeholders related to the Company must follow Company rules.

Reference link for Gift giving or receiving, entertainment, or business hospitality	:	https://www.tkc-services.com/storage/download/cg/tkc-anti-corruption-policy-en.pdf
Page number of the reference link	:	5

Compliance with laws, regulations, and rules

The Company institutes the Code of Conduct for staff and executives to uphold along with the rules of the Company with the hope that management and operations will be transparent, fair, efficient, honorable, and trustworthy to customers and the public with the following contents.

Reference link for Compliance with laws, regulations, and rules	:	https://www.tkc-services.com/storage/download/cg/tkc-code-of-conduct-en.pdf
Page number of the reference link	:	3

Information and assets usage and protection

The directors, executives and employees of the Company and its subsidiaries are required to comply with the guidelines for the use of inside information under the Securities and Exchange Act, including other related regulations.

Anti-unfair competitiveness

The Company promotes fair and open competition by conducting its business in compliance with competition and anti-trust laws with integrity, transparency, and accountability. The Company adheres to fair competition principles,

does not take unfair advantage of business partners, and does not engage in agreements with competitors or any parties that may reduce or restrict market competition. This approach ensures a transparent and equitable business environment for all stakeholders.

Reference link for Anti-unfair competitiveness : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 188

Information and IT system security

The Company has established policies, operational guidelines, and security measures for information technology systems that cover both system administrators and users. These measures aim to ensure strong security standards, mitigate potential risks, and support efficient operations under a clear governance framework.

Reference link for Information and IT system security : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 113

Environmental management

The Company places importance on environmental protection and prevention of environmental impacts. It strictly complies with all applicable environmental laws and regulations and actively participates in initiatives to preserve and improve environmental quality in cooperation with other sectors of society.

Reference link for Environmental management : https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf

Page number of the reference link : 5

Human rights

The Company supports and respects the protection of human rights and treats all stakeholdersemployees, communities, and societywith respect for human dignity, equality, and freedom. The Company does not tolerate discrimination based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status.

The Company also ensures that its business operations are not involved in human rights violations, such as child labor or sexual harassment. Mechanisms are in place for monitoring compliance, receiving complaints, and providing appropriate remedies for those affected by human rights violations arising from the Companys operations.

Reference link for Human rights : https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf

Page number of the reference link : 4

Safety and occupational health at work

The Company places great importance on occupational health, safety, environmental protection, and the well-being of all stakeholders, including employees, business partners, contractors, and surrounding communities. The Company recognizes the importance of employees quality of life and workplace safety, both for personnel working within the office and those performing duties outside the office premises, as well as the well-being of communities located near the Companys operations. The Company is committed to maintaining a safe working environment that protects both employees lives and property. Safety awareness is also continuously promoted through training programs to prevent illness and workplace injuries, thereby supporting employees health and overall quality of life. In 2025, the Company set a target of achieving zero Lost Time Injury Rate (LTIR) for employees.https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf

Reference link for Safety and occupational health at work : https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf

Page number of the reference link : 97

Promotion of compliance with the business code of conduct

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

The Company institutes the Code of Conduct for staff and executives to uphold along with the rules of the Company with the hope that management and operations will be transparent, fair, efficient, honorable, and trustworthy to customers and the public

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct	:	https://www.tkc-services.com/storage/download/cg/tkc-code-of-conduct-en.pdf
Page number of the reference link	:	3

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	No

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

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

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

There have been amendments to the company's charter, specifically regarding the board of directors, by adding the section on the role of the chairman and changing the name of the Sustainability Development Committee to the Corporate Governance and Sustainable Development Committee to encompass their powers, duties, and responsibilities.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC	:	Fully implement

The audit committee has reviewed compliance with good corporate governance policies in accordance with legal principles and practices as prescribed by the Securities and Exchange Commission (SEC), as well as other relevant laws, to ensure that the company's operations are transparent and to build confidence among shareholders and investors.

Other corporate governance performance and outcomes

The Company successfully passed the quality assessment of its Annual General Meeting (AGM Checklist) for the year 2025, receiving an **Excellent** rating. This achievement reflects the Companys commitment to transparency, good corporate governance, and prioritizing shareholders throughout every process. The assessment was organized by the Thai Investors Association (TIA) in collaboration with the Federation of Thai Capital Market Organizations.

Credit: Mitihoon

Corporate Governance Structure

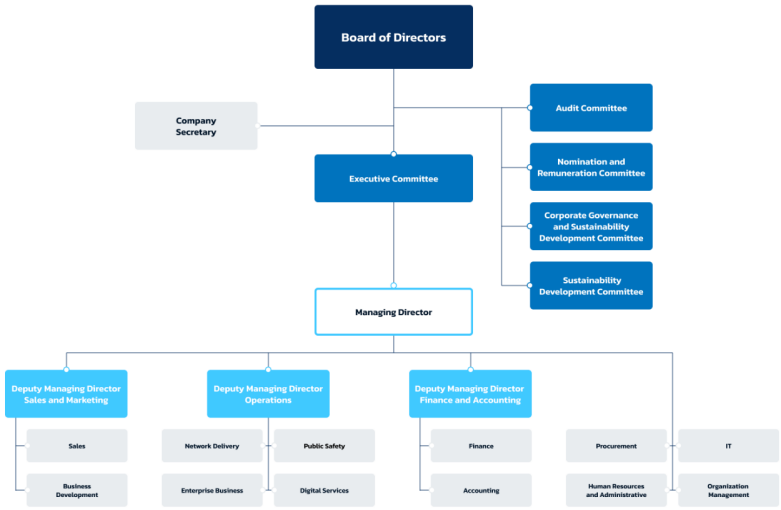
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Organization Chart

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		11		11	
	7	2	7	4	7	4
Executive directors	3		3		3	
	2	1	2	1	2	1
Non-executive directors	6		8		8	
	5	1	5	3	5	3
Independent directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors who have no position in independent directors	2		4		4	
	1	1	1	3	1	3

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	77.78	22.22	63.64	36.36	63.64	36.36
Executive directors	33.33		27.27		27.27	
	22.22	11.11	18.18	9.09	18.18	9.09
Non-executive directors	66.67		72.73		72.73	
	55.56	11.11	45.45	27.27	45.45	27.27
Independent directors	44.44		36.36		36.36	
	44.44	0.00	36.36	0.00	36.36	0.00
Non-executive directors who have no position in independent directors	22.22		36.36		36.36	
	11.11	11.11	9.09	27.27	9.09	27.27

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	52		52		53	
	52	53	53	50	54	51

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. KITTISAK AMORNCHAIROJKUL Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	7 Aug 2014	Economics, Finance & Securities, Finance, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. SAYAM TIEWTRANON Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 128,344,700 Shares (32.086175 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	30 Oct 2007	Information & Communication Technology, IT Management, Engineering, Business Administration, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. WIWAT WETTHAYANUKOOL Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	24 Feb 2014	Accounting, Audit, Internal Control, Finance

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. PICHAI CHAINARONGLOKA Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	24 Feb 2014	Accounting, Data Analysis, Audit, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. SITHIDEJ MAYALARP Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 238,200 Shares (0.059550 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	5 Mar 2018	Engineering, Business Administration, Finance & Securities, Information & Communication Technology, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
6. Ms. KULNADA ORANRAKTHAM Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 20,000 Shares (0.005000 %) Indirect shareholding details -None-	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	5 Mar 2018	Accounting, Finance, Human Resource Management, Business Administration, Law

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. PIYA JIRAPAPONGSA Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 50,000 Shares (0.012500 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	5 Mar 2018	Risk Management, Engineering, Corporate Management, Information & Communication Technology, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
8. Ms. RADAKARN MEETAM Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 224,000 Shares (0.056000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 22,000 Shares (0.005500 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	5 Mar 2018	Accounting, Finance, Risk Management, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. KHEMCHART NANTASAGUANTHAI Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	11 Nov 2022	Law, Accounting, Audit, Governance/ Compliance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
10. Ms. SUREERAT PRACHAYANUKUL Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	19 Apr 2024	Accounting

List of directors	Position	First appointment date of director	Skills and expertise
11. Mrs. SASINET BAHOLYODHIN Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : MSc Marketing Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	11 Nov 2024	Marketing, Information & Communication Technology, Human Resource Management, Business Administration, Finance & Securities

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. KITTISAK AMORNCHAIROJKUL	Chairman of the board of directors		✔	✔		
2. Mr. SAYAM TIEWTRANON	Director	✔				✔
3. Mr. WIWAT WETTHAYANUKOOL	Director		✔	✔		
4. Mr. PICHAI CHAINARONGLOKA	Director		✔	✔		
5. Mr. SITHIDEJ MAYALARP	Director		✔		✔	
6. Ms. KULNADA ORANRAKTHAM	Director		✔		✔	
7. Mr. PIYA JIRAPAPONGSA	Director	✔				✔
8. Ms. RADAKARN MEETAM	Director	✔				✔
9. Mr. KHEMCHART NANTASAGUANTHAI	Director		✔	✔		
10. Ms. SUREERAT PRACHAYANUKUL	Director		✔		✔	
11. Mrs. SASINET BAHOLYODHIN	Director		✔		✔	
Total (persons)		3	8	4	4	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		3	8	4	4	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	9.09
2. Finance & Securities	3	27.27
3. Information & Communication Technology	4	36.36
4. Law	2	18.18
5. Marketing	2	18.18
6. Accounting	7	63.64
7. Finance	4	36.36
8. Human Resource Management	2	18.18
9. Sustainability	1	9.09
10. IT Management	1	9.09
11. Data Analysis	1	9.09
12. Corporate Management	1	9.09
13. Engineering	3	27.27
14. Risk Management	4	36.36
15. Audit	4	36.36

Skills and expertise	Number (persons)	Percent (%)
16. Internal Control	2	18.18
17. Governance/ Compliance	1	9.09
18. Business Administration	5	45.45

Information about the other directors (*)(**)

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
(**) If a remark is specified, the remark from the most recent year will be displayed

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

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

Methods of balancing power between the board of directors and Management : Others : The Chairman and the Managing Director are not the same person. The Chairman and the Managing Director are not members of the same family. The Chairman is not a member of the Executive Committee or any working group, or has or has been assigned management responsibilities. The Chairman is an independent director.

1. The Board of Directors shall consist of at least one-third of the total number of directors as independent directors, but no fewer than three.
2. The Chairman of the Board shall not be the same person as the Chief Executive Officer in order to balance power in operations and to ensure a clear separation of roles and responsibilities.

Reference link for the measures for balancing the power between the board of directors and the management	:	https://www.tkc-services.com/storage/download/cg/tkc-corporate-governance-en.pdf
Page number of the reference link	:	12

Information on the roles and duties of the board of directors

Board charter	:	Have

The Board of Directors plays a crucial role in overseeing the management of the Company, including setting the direction, policies, and business strategies for the maximum benefit of the Company and its shareholders. Additionally, the Board monitors the operations of various sub-committees within the Company. The Board also holds the powers, duties, and responsibilities as stipulated by law, regulations, objectives, and resolutions of the Company's shareholders' meetings.

Reference link for the board charter	:	https://www.tkc-services.com/storage/download/cg/tkc-board-of-directors-charter-en.pdf
Page number of the reference link	:	3

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

• Others

• corporate governance

Scope of authorities, role, and duties

The Board of Directors, as representatives of the shareholders, has the following powers, duties, and responsibilities:

(1) Perform duties and oversee the Company's operations in accordance with the law, objectives, regulations, resolutions of the Board of Directors' meetings, and resolutions of the shareholders' meetings. This must be done with responsibility, caution, honesty, and integrity to protect the rights and interests of the Company and ensure fair accountability to all shareholders.
(2) Establish the Company's vision, strategy, business direction, policies, goals, business plans, budgets, management structure, and approval authority for the Company and its subsidiaries as proposed by management. This includes overseeing the management and performance of the management team or any individuals assigned such duties. The Board should also promote the use of information technology to enhance business opportunities and

performance in line with the established policies efficiently and effectively, under good corporate governance, to maximize economic value and ensure the highest security for shareholders.
(3) Ensure that management treats all stakeholders ethically and equitably.
(4) Continuously and regularly monitor and evaluate the performance of management, ensuring compliance with laws and relevant contractual obligations. Management must report performance results and other significant matters to the Board of Directors at each quarterly Board meeting to ensure effective operations and achievement of strategies, plans, and budgets.
(5) Approve the appointment and define the roles of various sub-committees as appropriate and necessary to support the Board's management. This includes establishing transparent and clear criteria and processes for selecting directors, sub-committee members, and the Chairman of the Executive Board, determining compensation, and conducting annual performance evaluations. Additionally, ensure there is a process for preparing personnel to succeed or replace the Chairman of the Executive Board.
(6) Consider and determine the Company's annual compensation structure and appropriate compensation criteria for directors, executives, and employees, taking into account relevant factors such as performance evaluations, positions, scope of duties and responsibilities, qualifications, knowledge, abilities, and appropriate compensation rates in the same industry.
(7) Establish and adjust the Company's organizational structure and position duties (Organization Chart) as appropriate.
(8) Define the framework and mechanisms for overseeing subsidiaries or associates. The Board shall consider the suitability of individuals to represent the Company as directors of subsidiaries or associates to ensure their operations align with the Company's policies and legal compliance, including the disclosure of financial status, performance, connected transactions, and significant asset acquisitions or disposals.
(9) Acknowledge audit reports from the Audit Committee and other sub-committees of the Company. Ensure the Company has mechanisms for receiving complaints and acting in case of whistleblowing.
(10) Consider and approve the acquisition or disposal of assets (in cases where the size of the transaction does not require consideration by the shareholders' meeting but must be approved by the Board of Directors), investment in new businesses, and any operations in accordance with applicable laws, announcements, and regulations.
(11) Consider and approve related party transactions (in cases where the size of the transaction does not require consideration by the shareholders' meeting but must be approved by the Board of Directors) in accordance with applicable laws, announcements, and regulations.
(12) Consider and approve the interim dividend payment to the Company's shareholders.
(13) Review the processes and policies for risk management and review operations.
(14) Ensure that there are no conflicts of interest between the stakeholders of the Company and its subsidiaries. In cases where any director has an interest in any transaction with the Company or has an increase or decrease in shareholding in the Company and/or its subsidiaries, such director must notify the Company without delay.
(15) Establish policies on good corporate governance and social responsibility, including anti-corruption, and ensure the effective implementation of such policies.
(16) To consider and determine the Companys management structure in accordance with the principles of good corporate governance, including considering and approving policies, the code of ethics, and the charters of the Board of Directors and its subcommittees, and to require that such policies, the code of ethics, and charters be reviewed at least annually or as appropriate.
(17) To arrange an orientation program for newly appointed directors to ensure that they understand the Companys expectations regarding their roles, duties, and responsibilities in line with the Companys corporate governance framework, as well as to gain an understanding of the Companys business, subsidiaries, and associated companies, in order to be properly prepared to perform their duties effectively.
(18) Appoint a Company Secretary to assist the Board of Directors in performing various tasks to ensure the Company's business operations comply with applicable laws, announcements, and regulations.

(19) Seek professional opinions from external parties if necessary to make appropriate decisions.
(20) Prepare an annual report and be responsible for preparing and disclosing financial statements to reflect the Company's financial status and performance for the past year to be presented at the shareholders' meeting.
(21) Hold an annual general meeting of shareholders within four (4) months from the end of the Company's fiscal year.
(22) Consider and approve various matters with due regard to the interests of shareholders and all groups of stakeholders of the Company fairly.
(23) Ensure that the Company has effective and reliable accounting systems, financial reporting, internal control, and internal audit.
(24) Delegate one (1) or more directors or other persons to perform any actions on behalf of the Board of Directors. The delegation of powers, duties, and responsibilities of the Board of Directors shall not constitute a delegation or sub-delegation that allows the Board of Directors or the person authorized by the Board of Directors to approve transactions in which they or persons who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission and/or the Capital Market Supervisory Board) may have an interest or may benefit in any manner or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the shareholders' meeting or the Board of Directors.
(25) Have any other powers, duties, and responsibilities as prescribed by applicable laws and regulations, the Company's articles of association, and resolutions of the shareholders' meeting.

Reference link for the charter
https://www.tkc-services.com/storage/download/cg/tkc-board-of-directors-charter-en.pdf

Audit Committee

Role
• Audit of financial statements and internal controls

Scope of authorities, role, and duties
(1) Review to ensure that the Company's financial reporting (quarterly and annually) is accurate, complete, sufficient, reliable, and timely by coordinating with the auditors and the management responsible for preparing the financial reports and disclosing relevant information to the Board of Directors.

In this regard, the Audit Committee shall oversee the process, while management is responsible for preparing the Company's financial statements, and the external auditors are responsible for auditing those financial statements. The Audit Committee and the Board of Directors acknowledge that management, internal auditors, and external auditors have more resources, time, and knowledge regarding accounting, auditing, internal control systems, and the Company's financial reporting processes than the Audit Committee. Therefore, the Audit Committee's oversight role does not provide special assurance on the financial statements and financial information presented by the Company to shareholders and other parties.

(2) Review to ensure that the Company has an appropriate, sufficient, and effective internal control system and internal audit system. Evaluate the audit results and recommendations of the auditors and the internal audit department regarding the internal control system, and propose improvements to management based on these recommendations, as well as follow up on the implementation of these recommendations. Review the activities and structure of the internal audit department and approve the internal audit charter. Assess the independence of the internal audit unit and approve the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal auditing. Review the internal audit plan with the internal auditors, especially

concerning the internal control system and financial management processes. Provide comments and observations on the budget and staffing of the internal audit department for management approval. Review the audit plans and scope of the internal auditors and the Company's external auditors, including internal audit consultants (if any), to ensure they are complementary and not redundant.
(3) Meet with management and the internal audit department to review the adequacy of the Company's risk management and control systems.
(4) Review the Company's internal processes for receiving whistleblower reports, handling complaints, and ensuring compliance with anti-corruption policies, relevant regulations, and laws, and international standards. Ensure these processes are thorough, appropriate, up-to-date, and effective, as determined by the Audit Committee.
(5) Review the Company's compliance with the Securities and Exchange Act, the regulations of the Stock Exchange, and laws relevant to the Company's business.
(6) Consider and propose the appointment of an independent auditor and determine their remuneration, taking into account the reliability, adequacy of resources, audit workload of the audit firm, and the experience of the personnel assigned to audit the Company's accounts, including their performance in the past year. Also, consider the removal of the auditor. The Audit Committee shall present its recommendations to the Board of Directors for approval. Coordinate with the auditors regarding the objectives, scope, approach, plans, and issues encountered during the audit, and significant matters identified by the auditors. Meet with the auditors without management present at least once a year.
(7) Review the scope and audit methods proposed by the auditors, including considering the reasons for any changes to the audit plan (if changes occur later). Recommend that the auditors review or audit any items deemed necessary and significant during the audit of the Company's and its subsidiaries' accounts. Review the auditors' reports, propose improvements to management, and follow up on the implementation of these recommendations.
(8) Evaluate the adequacy and effectiveness of the coordination between the auditors and the internal auditors.
(9) Review related party transactions or transactions that may have conflicts of interest to ensure they are accurate and complete, comply with the Securities and Exchange Act, and fully disclose the details of such transactions. This is to ensure that these transactions are reasonable and in the best interest of the Company.
(10) The Audit Committee must report on its performance to the Board of Directors' meeting for acknowledgment and consideration at least quarterly.
(11) Prepare a corporate governance report of the Audit Committee to be disclosed in the Company's annual report. This report must be signed by the Chairman of the Audit Committee and include the following information:
• Opinions on the accuracy, completeness, and reliability of the Company's financial reports.
• Opinions on the adequacy of the Company's internal control system.
• Opinions on compliance with the Securities and Exchange Act, the regulations of the Stock Exchange, and laws relevant to the Company's business.
• Opinions on the appropriateness of the auditors.
• Opinions on transactions that may have conflicts of interest.
• The number of Audit Committee meetings and the attendance of each Audit Committee member.
• Overall comments or observations from the Audit Committee's performance of its duties according to the charter.
• Other items that shareholders and general investors should be informed of within the scope of duties and responsibilities assigned by the Board of Directors.
(12) Perform any other tasks as assigned by the Board of Directors with the approval of the Audit Committee.

In performing their duties under this paragraph, the Audit Committee is directly accountable to the Board of Directors, and the Board of Directors remains responsible for the Company's operations to external parties.

(13) Review and update the Audit Committee Charter annually to ensure it is current and appropriate for the Company's environment.

(14) Perform duties as additionally specified by the Stock Exchange of Thailand.
(15) In performing its duties, if the Audit Committee finds or suspects any of the following transactions or actions that may significantly affect the Company's financial position and performance, it shall report to the Board of Directors immediately for corrective action within a timeframe deemed appropriate by the Audit Committee:
1) Transactions that cause conflicts of interest.
2) Suspicions or assumptions of fraud, irregularities, or significant deficiencies in the internal control system.
3) Suspicions of violations of the SEC Office's regulations, the Stock Exchange's regulations, the Public Limited Companies Act, the Securities and Exchange Act, or other relevant regulations related to the Company and/or its business.

If the Audit Committee has reported to the Board of Directors on matters significantly affecting the Company's financial position and performance and has discussed with the Board of Directors and management, and a conclusion has been reached that corrective action is necessary, but the agreed timeframe has passed without reasonable action, any Audit Committee member may report the findings to the SEC Office or the Stock Exchange.

(16) If the auditor finds any suspicious circumstances indicating that a director, executive, or person responsible for the Company's operations has committed an offense as specified by law and has reported such facts to the Audit Committee, the Audit Committee shall report the preliminary investigation results to the SEC Office within 30 days from the date of notification. The suspicious circumstances and the method for obtaining facts about such circumstances shall comply with the SEC Office's regulations or other relevant regulations.
(17) Review to ensure that the Company has a continuous process for developing good corporate governance, provide necessary guidance and recommendations for development, and emphasize the importance of including corporate governance as a regular agenda item in the Board of Directors' meetings and the Company's annual general shareholders' meetings. Ensure that the Chairman of the Audit Committee receives a copy of the report on conflicts of interest under Section 89/14 of the Act from the Company Secretary within seven (7) business days from the date the Company receives the report.

Reference link for the charter
https://www.tkc-services.com/storage/download/cg/tkc-audit-committee-charter-en.pdf

Executive Committee

Role
• Others
• Manage and oversee the operations related to the general administration of the company.

Scope of authorities, role, and duties
(1) Formulate and establish the vision, policies, direction, strategies, business plans, budget, management structure, and management authority to be proposed for approval by the Board of Directors, and implement the approved plans, including monitoring and evaluating the effectiveness and efficiency of such operations.
(2) Establish the Company's financial and investment policies, align investment policy directions with the Company's objectives and policies, and approve investment criteria, including investment proposals in accordance with company regulations.
(3) Manage and oversee the operations related to the general management of the Company.
(4) Approve the execution of contracts and/or any transactions related to the Company's ordinary business (such as buying, selling, investing, or joint ventures with others for the Company's normal transactions and for the benefit of operations in accordance with the Company's objectives) within the limits specified in the Level of Authorization or as determined by the Board of Directors.

(5) Approve expenditures for investments, procurement, borrowing, and obtaining any credit from financial institutions, lending, as well as pledging, mortgaging, or acting as a guarantor for the Company and its subsidiaries, and other operations for the benefit of operations in accordance with the Company's objectives within the limits specified in the Level of Authorization or as determined by the Board of Directors.
(6) Have the authority to invite management, executives, or any relevant persons in the Company to provide opinions, attend meetings, or provide necessary information as needed.
(7) Establish the framework and policies for determining salaries, salary adjustments, bonuses, compensation, and rewards for employees and executives (who hold positions below the Chairman of the Executive Committee).
(8) Establish the framework and policies for risk management to align with the Company's objectives, main goals, strategies, and acceptable risks, including regularly monitoring and evaluating the effectiveness of risk management.
(9) Oversee sustainable development operations by ensuring that various activities are conducted in accordance with policies, principles, corporate governance practices, and sustainable development.
(10) Establish a system to promote, support, and supervise to ensure that all employees and relevant parties comply with anti-corruption policies, including reviewing the appropriateness of systems and measures to align with business changes, regulations, and legal requirements.
(11) Oversee the mechanisms and processes for handling (recording, tracking progress, resolving issues, reporting) complaints from stakeholders to comply with the Company's fraud and misconduct complaint policy.
(12) Regularly report significant performance results of the Executive Committee to the Board of Directors.
(13) Evaluate the overall performance of the Executive Committee and conduct self-assessments, presenting the results to the Board of Directors for consideration annually.
(14) Review and propose amendments to the scope of authority, duties, and responsibilities of the Executive Committee to the Board of Directors to ensure alignment with the company's business conditions.
(15) Perform any other tasks as assigned by the Board of Directors or in accordance with the policies set by the Board of Directors.
(16) Delegate authority to one or more individuals to perform any actions on behalf of the Executive Committee.

The delegation of duties and responsibilities of the Executive Committee shall not constitute a delegation that allows the Executive Committee or the person authorized by the Executive Committee to approve transactions in which they or persons who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission and/or the Capital Market Supervisory Board) may have an interest or may benefit in any manner or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the Board of Directors' meeting.

Reference link for the charter

https://www.tkc-services.com/storage/download/cg/tkc-executive-committee-charter-en.pdf

Risk Management Committee

Role

• Risk management

Scope of authorities, role, and duties

(1) Establish and review the policy framework for enterprise risk management related to the Company's business operations.
(2) Oversee and support the implementation of enterprise risk management in alignment with business strategies and objectives, as well as changing circumstances.
(3) Provide guidance, monitor, and evaluate risk management activities to the Risk Management and Internal Control Committee (RMCC) (management level) for implementation.

(4) Review enterprise risk management reports and provide feedback on potential risks, including recommendations for control measures or mitigation plans, and the continuous improvement of the enterprise risk management system for RMCC.
(5) Consider and approve the annual risk management plan and present it to the Board of Directors for approval.
(6) Oversee the risk management plan and the risk management system or processes to minimize the impact on the Company's business, including monitoring and evaluating the implementation of the enterprise risk management framework to ensure that the Company has adequate and appropriate risk management.
(7) Support and develop risk management at all levels throughout the organization, including continuously and effectively improving various tools, and promoting a risk management culture.
(8) Report on the results of enterprise risk management to the Board of Directors, and in the event of significant factors or events that may materially affect the Company, report to the Board of Directors for prompt acknowledgment and consideration.
(9) Hold Risk Management Committee meetings at least once (1) per quarter.
(10) Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

https://www.tkc-services.com/storage/download/cg/tkc-risk-committee-charter-en.pdf

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

(1) Scope, Authority, and Responsibilities Regarding the Nomination and Selection of the Chairman of the Executive Committee and Senior Executives.
(a) Consider and propose the structure, composition, and qualifications of the Board of Directors and various sub-committees.
(b) Consider the criteria and process for nominating and selecting suitable individuals for the positions of directors, sub-committee members, the Chairman of the Executive Committee, and senior executives when terms expire or positions become vacant, or for other executive positions as assigned by the Board of Directors, for consideration by the Board of Directors and/or the shareholders' meeting (as the case may be).
(c) Oversee and supervise the nomination of company directors and senior executives across all business groups of the organization, ensuring that succession plans for senior executives, key management positions, and the list of potential candidates are regularly reviewed.
(d) Consider and establish criteria for performance evaluation and evaluate the performance of directors, sub-committee members, and the Chairman of the Executive Committee to review annual performance, issues, and obstacles, and use the evaluation results to develop and improve various operations. Present the evaluation results to the Board of Directors for further consideration and develop a knowledge development plan for directors to enhance the understanding of current and new directors regarding the business and their roles.
(2) Scope, Authority, and Responsibilities Regarding the Determination of Remuneration for Directors, the Chairman of the Executive Committee, and Senior Executives.
(a) Consider and recommend appropriate monetary and non-monetary remuneration for the Board of Directors, various sub-committees, the Chairman of the Executive Committee, and senior executives, including other benefits. This includes fixed remuneration (e.g., regular compensation, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities) in alignment with the Company's long-term strategies and goals, experience, duties, scope of roles and responsibilities, and expected benefits from each committee. The remuneration should

be comparable to industry practices and presented to the Board of Directors and/or the shareholders' meeting (as the case may be).
(b) Disclose the policy and criteria for determining directors' remuneration, reflecting their duties and responsibilities, including the form and amount of remuneration. The disclosed remuneration amount should include the remuneration received by each director from serving as a director of subsidiaries.
(c) Consider the conditions for offering newly issued securities or warrants to directors and employees (if any) to create long-term value for shareholders and attract quality personnel, ensuring fairness to shareholders.
(3) Review and update the charter of the Nomination and Remuneration Committee at least once (1) a year and present it to the Board of Directors for approval.
(4) Consider and provide opinions on the proposals of the Chairman of the Executive Committee regarding human resources policies to align with the organization's business strategies.
(5) Engage consultants or independent individuals to provide opinions or advice as necessary.
(6) Perform other duties as assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

Reference link for the charter

https://www.tkc-services.com/storage/download/cg/tkc-nomination-and-remuneration-committee-charter-en.pdf

Corporate Governance and Sustainability Development Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

Corporate Governance
(1) To formulate policies and strategic directions on good corporate governance of the Company, including the Code of Business Ethics, and to propose such matters to the Board of Directors for consideration and approval for implementation at all levels.
(2) To oversee and ensure that the Companys operations, as well as the performance of the Board of Directors, management, and employees, are conducted in accordance with Clause (1).
(3) To evaluate and review the Companys policies, directions, code of ethics, as well as guidelines or best practices on good corporate governance, to ensure alignment with international standards and recommendations from relevant authorities, and to submit such matters to the Board of Directors for consideration and approval.
(4) To monitor developments, trends, and benchmarks, and to compare the Companys corporate governance practices with those of leading companies.
(5) To oversee and promote the continuous and appropriate implementation of the Companys corporate governance policies in alignment with its business operations.
(6) To provide advice and recommendations to the Company, the Board of Directors, management, and relevant working committees on matters relating to good corporate governance.
(7) To report on the Companys corporate governance practices to the Board of Directors on a regular basis, and in the event of any significant matter that may materially affect the Company, to report such matter to the Board of Directors without delay for consideration, together with opinions and recommendations for improvement as appropriate.
(8) To disclose information relating to the Companys good corporate governance practices to relevant stakeholders and in the annual report, subject to prior approval by the Board of Directors.

Social and Environmental Responsibility for Sustainable Development

(1) To consider and establish objectives, policies, management approaches for sustainable development, strategies, and sustainability action plans that are aligned with the Companys business operations in economic, social, and environmental dimensions, and to review such policies at least once a year.
(2) To define short-term and long-term strategies and objectives, including the consideration of material business issues (Materiality) in accordance with international best practices.
(3) To have the authority to appoint the Sustainability Development Management working team (Sustainability Development Management: SDM) to jointly take responsibility for and carry out sustainability-related activities.
(4) To oversee and monitor the implementation of sustainability policies, strategies, and action plans through the Sustainability Development Management working team.
(5) To determine key sustainability issues (Materiality) and provide opinions to the Board of Directors regarding sustainability development policies that are aligned with the Companys good corporate governance framework, for submission to the Board of Directors for approval.
(6) To promote and support the Companys activities in order to achieve the objectives set forth under the sustainable development management policy.
(7) To supervise, review, monitor progress, and assess the effectiveness of the implementation of the sustainable development management policy.
(8) To have the authority to request information from relevant departments and to invite relevant persons to attend meetings in order to provide necessary information.
(9) To consider and provide recommendations on, and to approve, sustainability development reports for submission to the Executive Committee for approval.
(10) To review and approve the Sustainability Report prior to its disclosure.
(11) To report the operating results to the Board of Directors for acknowledgment at least once a year.
(12) To conduct self-assessments of its performance and the overall performance of the Sustainability Development Committee, as well as to evaluate the adequacy of this Charter on an annual basis.
(13) To perform any other actions deemed appropriate to ensure that the sustainable development of the Companys group achieves the established objectives, or as assigned by the Board of Directors.

Reference link for the charter

https://www.tkc-services.com/storage/download/cg/tkc-sustainability-development-committee-charter-en.pdf

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. WIWAT WETTHAYANUKOOL(*) Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	24 Feb 2014	Accounting, Audit, Internal Control, Finance
2. Mr. PICHAI CHAINARONGLOKA(*) Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	24 Feb 2014	Accounting, Data Analysis, Audit, Risk Management
3. Mr. KHEMCHART NANTASAGUANTHAI(*) Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 Nov 2022	Law, Accounting, Audit, Governance/ Compliance, Sustainability

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. SAYAM TIEWTRANON Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	27 Mar 2003
2. Mr. PIYA JIRAPAPONGSA Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Mar 2018
3. Ms. RADAKARN MEETAM Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	5 Mar 2018

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. PICHAI CHAINARONGLOKA	The chairman of the subcommittee (Independent director)
	Mr. SAYAM TIEWTRANON	Member of the subcommittee
	Mr. PIYA JIRAPAPONGSA	Member of the subcommittee
	Ms. RADAKARN MEETAM	Member of the subcommittee
	Dr. Panupat Poocharoen	Member of the subcommittee
Nomination and Remuneration Committee	Mr. KITTISAK AMORNCHAIROJKUL	The chairman of the subcommittee (Independent director)
	Mr. SAYAM TIEWTRANON	Member of the subcommittee
	Mr. PICHAI CHAINARONGLOKA	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Development Committee	Mr. KHEMCHART NANTASAGUANTHAI	The chairman of the subcommittee (Independent director)
	Mr. SAYAM TIEWTRANON	Member of the subcommittee
	Mr. PIYA JIRAPAPONGSA	Member of the subcommittee
	Ms. RADAKARN MEETAM	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Mr. SAYAM TIEWTRANON Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chairman of the Executive Committee (The highest-ranking executive)	31 Oct 2007	Information & Communication Technology, IT Management, Engineering, Business Administration, Marketing
2. Mr. PIYA JIRAPAPONGSA Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director of Operations	5 Mar 2018	Risk Management, Engineering, Corporate Management, Information & Communication Technology, Business Administration
3. Ms. RADAKARN MEETAM (*) Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Deputy Managing Director of Finance and Accounting	5 Mar 2018	Accounting, Finance, Risk Management, Audit, Internal Control

List of executives	Position	First appointment date	Skills and expertise
4. Dr. Panupat Poocharoen Gender: Male Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Business Development Director	16 Sep 2024	Information & Communication Technology, IT Management, Engineering, Risk Management, Agribusiness
5. Mr. Sakol Klinrun Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Enterprise Business Director	1 Mar 2018	Information & Communication Technology, Engineering
6. Mr. Ekkapol Promratanapong Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Public Safety Director	4 Jan 2022	Information & Communication Technology, Engineering

List of executives	Position	First appointment date	Skills and expertise
7. Mr. Pananan Muanjit Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Digital Services Director	1 Jan 2023	Information & Communication Technology, IT Management
8. Mr. Wanchai Rawang Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Network Delivery Director	1 Jan 2025	Information & Communication Technology, Engineering

List of executives	Position	First appointment date	Skills and expertise
9. Mrs. Jiraporn Sirirungnapawilai(**) Gender: Female Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting Director	1 May 2018	Accounting, Finance
10. Ms. Kanya Kuekkong Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Financial Director	1 Jun 2023	Accounting, Finance

List of executives	Position	First appointment date	Skills and expertise
11. Mr. Arnon Champapoe Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Organization Management Director	16 Sep 2024	Corporate Management, Engineering, Business Administration, Risk Management, Internal Control
12. Ms. Panisara Phongsai Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Human Resources and Administration Director	1 Jul 2025	Human Resource Management
13. Ms. Sutthada Kaewsailert Gender: Female Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Procurement Director	1 Jul 2025	Transportation & Logistics, Procurement

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

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

Remuneration policy for executive directors and executives

The Company has established policies and procedures for determining executive remuneration and its structure. Currently, the Board of Directors has delegated authority to management to consider and determine executive remuneration, and deems the current remuneration structure to be appropriate. However, once the Nomination and Remuneration Committee has been fully appointed, it will be responsible for considering and approving the policies and criteria for executive remuneration going forward.
Executives receive both fixed monthly remuneration and variable remuneration based on the Companys performance. The remuneration is determined at a reasonable and appropriate level, taking into account duties and responsibilities, past performance, expected future performance, the Companys overall performance, and benchmarking against comparable industry practices. This is to ensure alignment with the Companys objectives and to incentivize executives to achieve business goals.

Reference link for remuneration policy for executive directors and executives	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	161

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

The Company has established policies and procedures for determining executive remuneration and its structure. The Nomination and Remuneration Committee is responsible for considering and approving the policies and criteria for determining the Managing Directors remuneration. The Managing Directors remuneration is set at a reasonable and appropriate level, taking into account the Companys performance, alignment with its long-term strategies and objectives, as well as the individuals experience, duties, scope of roles, and responsibilities.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht) [1]	20,853,019.58	21,340,496.00	27,519,232.15
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	20,853,019.58	21,340,496.00	27,519,232.15

Remark: [1] *Compensation for directors and executives cannot be clearly separated.*

The Company has established policies and procedures for determining executive remuneration and its structure. Currently, the Board of Directors has delegated authority to management to consider and determine executive remuneration, and deems the current remuneration structure to be appropriate. However, once the Nomination and Remuneration Committee has been fully appointed, it will be responsible for considering and approving the policies and criteria for executive remuneration going forward.

Executives receive both fixed monthly remuneration and variable remuneration based on the Companys performance. The remuneration is determined at a reasonable and appropriate level, taking into account duties and responsibilities, past performance, expected future performance, the Companys overall performance, and benchmarking against comparable industry practices. This is to ensure alignment with the Companys objectives and to incentivize executives to achieve business goals.

Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

-None-

Outstanding remuneration or benefits of executive directors and executives

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

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Jiraporn Sirirungnapawilai	jiraporn.s@tkc-services.com	0-2401-8222

List of the company secretary

General information	Email	Telephone number
1. Mr. Arnon Champapoe	arnon@tkc-services.com	0-2401-8222

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Pisan Pooratcharounchai	prosperity395@gmail.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Arnon Champapoe	arnon@tkc-services.com	0-2401-8222

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Arnon Champapoe	arnon@tkc-services.com	0-2401-8222

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	4,400,000.00	-	-

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors has established the Executive Committee to oversee and supervise managements operations to ensure alignment with the Companys policies, business plans, and strategic objectives. The Managing Director serves as the Chairman of the Executive Committee.

During 2025, the Executive Committee convened a total of 12 meetings. The key matters are summarized as follows:

- Formulated business strategies, operational plans, and the Companys budget for submission to the Board of Directors for approval
- Reviewed the Companys organizational structure (Organization Chart) and authority matrix prior to proposing to the Board of Directors for approval
- Approved, decided, and directed operations within the scope of authority delegated by the Board of Directors, in accordance with the approved authorization framework
- Appointed working committees to support assignments from the Board of Directors and sub-committees
- Reviewed annual management policies

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PICHAI CHAINARONGLOKA	Director	24 Feb 2014	Accounting, Data Analysis, Audit, Risk Management
Mr. PIYA JIRAPAPONGSA	Director	5 Mar 2018	Risk Management, Engineering, Corporate Management, Information & Communication Technology, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
Ms. RADAKARN MEETAM	Director	5 Mar 2018	Accounting, Finance, Risk Management, Audit, Internal Control

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Composition and Appointment of Directors

In the nomination and selection of directors, the Board of Directors places strong emphasis on transparency in the recruitment and selection process. The Board has assigned the Nomination and Remuneration Committee to oversee the nomination process in accordance with good corporate governance practices. The selection is based on the candidates knowledge, experience, and competencies, ensuring alignment with the Companys business strategies and the required skills as defined in the Board Skill Matrix.

In addition, the Company provides shareholders with the opportunity to nominate qualified candidates for directorship. The Company may also consider candidates from the Director Pool or existing directors. The Nomination and Remuneration Committee evaluates the qualifications and suitability of all candidates, including directors who retire by rotation or resign, based on criteria such as educational background, professional experience, past performance, willingness to devote sufficient time, and overall suitability in alignment with the Companys strategic direction. In 2025, no nominations were submitted by shareholders to the Nomination and Remuneration Committee. Accordingly, the Committee considered and proposed directors who retired by rotation at the 2025 Annual General Meeting of Shareholders for reappointment for another term, based on their qualifications, experience, performance, and continued ability to effectively contribute to the Board.

Composition of Directors

Directors of the Company must possess the following qualifications:

1. They must be individuals with knowledge, competence, integrity, and business ethics, and must have sufficient time to devote their knowledge, capabilities, and attention to the performance of their duties for the benefit of the Company.
1. They must possess all qualifications and must not have any prohibited characteristics under the law governing public limited companies, the securities and exchange law, and other applicable laws. They must also not exhibit any characteristics indicating a lack of suitability to be entrusted with the management of a company with public shareholders, as prescribed by the Capital Market Supervisory Board.
2. They must not engage in any business of the same nature as, and in competition with, the Companys business, nor become a partner or director in any other juristic person carrying on a business of the same nature and in competition with the Company, whether for their own benefit or for the benefit of others, unless such matter has been disclosed to the shareholders meeting prior to the appointment resolution.

3. Independent directors must possess the qualifications relating to independence as prescribed by the Company and in accordance with the criteria set out in the notifications of the Capital Market Supervisory Board. They must also be capable of protecting the interests of all shareholders equally in order to prevent conflicts of interest, and must be able to attend Board meetings and express their opinions independently.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

Submit the list through the announced channels.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
1. They must be individuals with knowledge, competence, integrity, and business ethics, and must have sufficient time to devote their knowledge, capabilities, and attention to the performance of their duties for the benefit of the Company	Information & Communication Technology, Governance/ Compliance, Business Administration
2. They must possess all qualifications and must not have any prohibited characteristics under the law governing public limited companies, the securities and exchange law, and other applicable laws. They must also not exhibit any characteristics indicating a lack of suitability to be entrusted with the management of a company with public shareholders, as prescribed by the Capital Market Supervisory Board.	Marketing, Sustainability
3. They must not engage in any business of the same nature as, and in competition with, the Company s business, nor become a partner or director in any other juristic person carrying on a business of the same nature and in competition with the Company, whether for their own benefit or for the benefit of others, unless such matter has been disclosed to the shareholders meeting prior to the appointment resolution.	Law, Audit
4. Independent directors must possess the qualifications relating to independence as prescribed by the Company and in accordance with the criteria set out in the notifications of the Capital Market Supervisory Board. They must also be capable of protecting the interests of all shareholders equally in order to prevent conflicts of interest, and must be able to attend Board meetings and express their opinions independently.	Internal Control

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KITTISAK AMORNCHAIROJKUL (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. SAYAM TIEWTRANON (Director)	Participating	Other • 2025: The Executive Program in Energy Literacy for a Sustainable Future (TEA17), Thailand Energy Academy
3. Mr. WIWAT WETTHAYANUKOOL (Director, Independent director)	Non-participating	-
4. Mr. PICHAI CHAINARONGLOKA (Director, Independent director)	Non-participating	-
5. Mr. SITHIDEJ MAYALARP (Director)	Participating	Other • 2025: Beyond the First S-Curve How Future-Ready Organization Capture New Value Resilience • 2025: Intensive Strategic Foresight (ISF)
6. Ms. KULNADA ORANRAKTHAM (Director)	Participating	Other • 2025: CFO Professional Development Program Digital Asset: Utility Token
7. Mr. PIYA JIRAPAPONGSA (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Boards Roles in Purpose-driven Transition (PDT)
8. Ms. RADAKARN MEETAM (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. KHEMCHART NANTASAGUANTHAI (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Boards Roles in Purpose-driven Transition (PDT)
10. Ms. SUREERAT PRACHAYANUKUL (Director)	Non-participating	-
11. Mrs. SASINET BAHOLYODHIN (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company conducts an annual performance evaluation of the Board of Directors and its sub-committees, both on an individual and a collective basis. The purpose of the evaluation is to acknowledge performance outcomes and to support the development and enhancement of the Boards effectiveness in alignment with good corporate governance principles.

Evaluation Criteria

1. Structure and composition of the Board
2. Roles, duties, and responsibilities of the Board
3. Board meetings
4. Board performance dynamics
5. Relationship with management
6. Director development
7. Board reporting
8. ther matters

Scoring Criteria

- 90 100% : Excellent
- 70 89% : Good
- 50 69% : Fair
- 0 49% : Needs Improvement

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

Board of Directors	Performance Evaluation (%) 2024	Performance Evaluation (%) 2025
	95.24	100.00

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Risk Management Committee	Group assessment	90.00%	100.00%
	Self-assessment	90.00%	100.00%
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	100.00%	100.00%
	Self-assessment	100.00%	100.00%
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100.00%	100.00%
	Self-assessment	100.00%	100.00%
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	91.67%	100.00%
	Self-assessment	91.67%	100.00%
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Development Committee	Group assessment	100.00%	100.00%
	Self-assessment	100.00%	100.00%
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company conducts an annual performance evaluation of the Managing Director in order to acknowledge performance outcomes and to support the development and enhancement of management effectiveness in alignment with good corporate governance principles. The evaluation is based on ten key criteria, comprising: Leadership, Strategy formulation, Strategy execution, Financial planning and performance, Relationship with the Board of Directors, External relations, Management and employee relations, Succession planning, Business and service knowledge, and Personal attributes.

In addition, open-ended feedback is provided to capture strengths and areas for improvement of the Managing Director. Such feedback serves as an important input for the continuous development and enhancement of the Managing Directors performance.

Scoring Criteria

- 90 100% : Excellent
- 70 89% : Good
- 50 69% : Fair
- 0 49% : Needs Improvement

Reference link for the performance evaluation criteria for the executives	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	182

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	5
Date of AGM meeting	:	24 Apr 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. KITTISAK AMORNCHAIROJKUL (Chairman of the board of directors, Independent director)	5	/	5	1	/	1		/	
2. Mr. SAYAM TIEWTRANON (Director)	5	/	5	1	/	1		/	
3. Mr. WIWAT WETTHAYANUKOOL (Director, Independent director)	5	/	5	1	/	1		/	
4. Mr. PICHAI CHAINARONGLOKA (Director, Independent director)	5	/	5	1	/	1		/	
5. Mr. SITHIDEJ MAYALARP (Director)	5	/	5	1	/	1		/	
6. Ms. KULNADA ORANRAKTHAM (Director)	5	/	5	1	/	1		/	
7. Mr. PIYA JIRAPAPONGSA (Director)	5	/	5	1	/	1		/	
8. Ms. RADAKARN MEETAM (Director)	5	/	5	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Mr. KHEMCHART NANTASAGUANTHAI (Director, Independent director)	5	/	5	1	/	1		/	
10. Ms. SUREERAT PRACHAYANUKUL (Director)	5	/	5	1	/	1		/	
11. Mrs. SASINET BAHOLYODHIN (Director)	5	/	5	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. KITTISAK AMORNCHAIROJKUL (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SAYAM TIEWTRANON (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
3. Mr. WIWAT WETTHAYANUKOOL (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PICHAI CHAINARONGLOKA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
5. Mr. SITHIDEJ MAYALARP (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Ms. KULNADA ORANRAKTHAM (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
7. Mr. PIYA JIRAPAPONGSA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
8. Ms. RADAKARN MEETAM (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
9. Mr. KHEMCHART NANTASAGUANTHAI (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
10. Ms. SUREERAT PRACHAYANUKUL (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
11. Mrs. SASINET BAHOLYODHIN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

-

Remuneration of the board of directors

Types of remuneration of the board of directors

Directors Remuneration

The Nomination and Remuneration Committee of the Company is responsible for proposing guidelines and determining directors remuneration at an appropriate level, benchmarked against companies of similar size within the same industry. Such consideration is based on performance, as well as the appropriateness of the scope of duties and responsibilities of each director in the past year.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. KITTISAK AMORNCHAIROJKUL (Chairman of the board of directors, Independent director)			**608,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	80,000.00	288,000.00	368,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	24,000.00	216,000.00	240,000.00	No	
2. Mr. SAYAM TIEWTRANON (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. WIWAT WETTHAYANUKOOL (Director, Independent director)			**564,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
Audit Committee (Chairman of the audit committee)	60,000.00	264,000.00	324,000.00	No	
4. Mr. PICHAI CHAINARONGLOKA (Director, Independent director)			**972,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
Audit Committee (Member of the audit committee)	48,000.00	216,000.00	264,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	48,000.00	216,000.00	264,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	24,000.00	180,000.00	204,000.00	No	
5. Mr. SITHIDEJ MAYALARP (Director)			**240,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
6. Ms. KULNADA ORANRAKTHAM (Director)			**240,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
7. Mr. PIYA JIRAPAPONGSA (Director)			**0.00**		**344,000.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
8. Ms. RADAKARN MEETAM (Director)			**0.00**		**0.00**
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. KHEMCHART NANTASAGUANTHAI (Director, Independent director)			**744,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
Audit Committee (Member of the audit committee)	48,000.00	216,000.00	264,000.00	No	
Corporate Governance and Sustainability Development Committee (The chairman of the subcommittee)	24,000.00	216,000.00	240,000.00	No	
10. Ms. SUREERAT PRACHAYANUKUL (Director)			**240,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
11. Mrs. SASINET BAHOLYODHIN (Director)			**240,000.00**		**0.00**
Board of Directors (Director)	60,000.00	180,000.00	240,000.00	No	
12. Dr. Panupat Poocharoen (Member of the subcommittee)			**N/A**		**0.00**
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	500,000.00	1,548,000.00	2,048,000.00
2. Audit Committee	156,000.00	696,000.00	852,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	48,000.00	216,000.00	264,000.00
5. Nomination and Remuneration Committee	48,000.00	396,000.00	444,000.00
6. Corporate Governance and Sustainability Development Committee	24,000.00	216,000.00	240,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	696,000.00	917,000.00	776,000.00
Other monetary remuneration (Baht)	2,284,000.00	2,645,500.00	3,072,000.00
Total (Baht)	2,980,000.00	3,562,500.00	3,848,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

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

shareholding, Disclosure of financial condition and operating results, Transactions between the company and related parties

The Company has established a management and governance structure for its subsidiaries to enable effective supervision, management control, and accountability over the operations of subsidiaries as if they were integral units of the Company. This also includes ongoing monitoring of subsidiary management in order to safeguard the Companys investment interests. The details are as follows:

1. The Company shall appoint qualified persons with appropriate knowledge, expertise, and professional experience relevant to the subsidiaries to serve as directors or executives of such subsidiaries, in proportion to the Companys shareholding in each subsidiary. Any such appointment must be approved by a resolution of the Companys Board of Directors.

   In addition, the Company shall clearly define the scope of duties and responsibilities of the directors or executives appointed to subsidiaries.

2. The Company shall clearly prescribe the scope of authority and discretionary powers of the directors or executives appointed to subsidiaries. For matters of significance, any voting by such persons at meetings of the subsidiarys board of directors must obtain prior approval from the Companys Board of Directors.
3. The Company shall monitor and ensure that subsidiaries make complete, accurate, and timely disclosures of information regarding their financial position and operating results, related party transactions, and the acquisition or disposal of significant assets.
4. The Company shall arrange for periodic reviews and reporting of the effectiveness of internal controls of its subsidiaries, and shall report the results to the Audit Committee on a regular basis.
5. The Company shall oversee and ensure that directors and executives of subsidiaries perform their duties and responsibilities in compliance with applicable laws and regulations.
6. The Company has established governance mechanisms requiring the following transactions of subsidiaries to obtain prior approval from the Companys Board of Directors or shareholders meeting, as the case may be:

1. Related party transactions between subsidiaries and related persons;
2. The acquisition or disposal of significant assets; and
3. Any other significant transactions of subsidiaries.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

In 2025, the Company monitored compliance with its policies and practices and promoted awareness of conflict of interest prevention through various communication channels, including the Companys website, intranet system, and the Empeo application. Such communication initiatives aim to enhance understanding, reinforce ethical behavior, and ensure consistent compliance across the organization.

- Communication and Awareness on Conflict of Interest Prevention = 100%

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

In 2025, the Company actively monitored compliance with its policies and practices relating to the prevention of insider trading. Communication and awareness initiatives were carried out through various channels, including the Companys intranet system, Executive Committee meetings, and email communications, to ensure that all employees and relevant stakeholders clearly understand and adhere to the established guidelines.

- Communication and Awareness on Insider Trading Prevention = 100%

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

Directors, executives, and employees of the Company must not request, engage in, or accept any form of corruption, whether directly or indirectly, for the benefit of the Company, themselves, their families, friends, or business associates. This policy applies to all business operations, in all countries, and across all functions of the Company.
The Company shall regularly review compliance with this anti-corruption policy and continuously update its practices and procedures to ensure alignment with changes in business operations, regulations, and applicable laws. Any violation involving support for, participation in, or facilitation of corruption shall be subject to disciplinary action in accordance with the Companys regulations and may also be subject to legal penalties where applicable.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year	:	Yes

The Company provides accessible channels for complaints, whistleblowing, and feedback to enable employees and stakeholders to report concerns or provide suggestions. These mechanisms support continuous improvement in personnel development and organizational management. The available channels are as follows:

- Post: Please address the envelope to the Chairman of the Executive Committee or the Chairman of the Audit Committee and send it to the Companys head office at:
Turnkey Communication Services Public Company Limited
44/44SoiVibhavadi-Rangsit60Yake18-1-2 Talad Bangkhen Laksi Bangkok 10210
- Email: cg@tkc-services.com
- Website: https://www.tkc-services.com/en/whistleblowing-and-complaints

In 2025, the Company monitored whistleblowing reports and complaints relating to fraud and corruption.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The Company has established a Code of Business Ethics in support of its corporate governance framework, providing guidelines to ensure alignment with good corporate governance principles. The Code is reviewed annually. The Company reports the results of compliance monitoring with the Code of Business Ethics to the Corporate Governance and Sustainability Development Committee and the Board of Directors. Management is responsible for collecting relevant data and monitoring compliance with the Code.

In 2025, the Company did not receive any reports and did not identify any cases of misconduct involving directors, executives, or employees in relation to corruption or violations of the Code of Business Ethics. In addition, there were no cases of directors resigning due to issues related to corruption or non-compliance with good corporate governance principles.

Other Practices in Compliance with Good Corporate Governance Principles In 2025, the Company achieved notable results in corporate governance assessments and received key recognitions as follows:

The Company received an Excellent rating from the Annual General Meeting (AGM) Checklist 2025 assessment, conducted by the Thai Investors Association, reflecting the high quality and transparency of its shareholder meeting practices.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WIWAT WETTHAYANUKOOL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PICHAI CHAINARONGLOKA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. KHEMCHART NANTASAGUANTHAI (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

During 2025, the Audit Committee performed its duties independently within the scope of responsibilities as defined in the Audit Committee Charter. These included reviewing financial statements, ensuring accurate and complete disclosure of related transactions, monitoring compliance with applicable laws, reviewing the internal control and internal audit systems, and proposing the appointment of the external auditor for 2025. In 2025, the Audit Committee held a total of four meetings. The key activities are summarized as follows:

1. The Audit Committee reviewed the quarterly and annual financial statements of the Company and its subsidiaries, which had been reviewed and audited by the external auditor, prior to submission to the Board of Directors for approval. Management and the external auditor were invited to attend meetings to provide clarification, ensuring that the financial statements were accurate, reliable, prepared in accordance with generally accepted accounting principles, and useful to stakeholders.
2. The Audit Committee reviewed related party transactions and transactions that may involve conflicts of interest to ensure that such transactions were conducted under normal business conditions and in compliance with the Securities and Exchange laws.
3. The Audit Committee reviewed the Companys compliance with its corporate governance policy, as well as applicable laws, regulations, and guidelines issued by the Securities and Exchange Commission and other relevant authorities, to ensure transparency and build confidence among shareholders and investors.
4. The Audit Committee reviewed the internal control system on a quarterly basis to ensure that it was adequate and effective. This included consideration of internal audit reports and follow-up on managements actions to address recommendations within the specified timeframe.
5. The Audit Committee reviewed and approved the internal audit plan for 2025 to ensure that internal audit activities were conducted effectively and efficiently. The scope of work, duties, and responsibilities of the internal auditor were also reviewed to ensure alignment with international standards.
6. The Audit Committee considered the selection, appointment, and remuneration of the external auditor for 2025. This included evaluating the auditors qualifications, experience, and independence, as well as the appropriateness of the audit fee. The Committee resolved to propose the appointment to the Board of Directors before submission to the shareholders meeting for approval.

7. The Audit Committee conducted a self-assessment of its performance, covering its composition, authority and responsibilities, independence, meeting practices, review processes, and the provision of recommendations on internal control, risk management, financial reporting, external audit, internal audit, regulatory compliance, and reporting practices. The assessment was conducted in accordance with the guidelines of the Securities and Exchange Commission and the Audit Committee Charter.In summary, the Audit Committee has performed its duties with due care, competence, and independence, placing strong emphasis on effective corporate governance, adequate and transparent internal control systems, reliable financial reporting, and continuous risk management and operational improvement to achieve the Companys objectives.

In addition, the Audit Committee held one private meeting with the external auditor to discuss audit objectives, scope, approach, audit plans, key findings, and significant issues identified during the audit, without the presence of management.

The Audit Committee is of the opinion that, in 2025, the Company maintained appropriate corporate governance practices and an adequate internal control system. The financial reports fairly present, in all material respects, the financial position of the Company in accordance with applicable financial reporting standards, and disclosures were made in compliance with relevant laws and regulations. No material misstatements were identified that would affect the Companys financial position. The Company has also continuously improved its operational systems to ensure alignment with the evolving business environment.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SAYAM TIEWTRANON (The chairman of the executive committee)	10	/	12	10/12 (83.33%)
2 Mr. PIYA JIRAPAPONGSA (Member of the executive committee)	11	/	12	11/12 (91.67%)
3 Ms. RADAKARN MEETAM (Member of the executive committee)	12	/	12	12/12 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
	Average meeting attendance rate			(91.67%)

The results of duty performance of Executive Committee

The Board of Directors has established the Executive Committee to oversee and supervise managements operations to ensure alignment with the Companys policies, business plans, and strategic objectives. The Managing Director serves as the Chairman of the Executive Committee.

During 2025, the Executive Committee convened a total of 12 meetings. The key matters are summarized as follows:

- Formulated business strategies, operational plans, and the Companys budget for submission to the Board of Directors for approval
- Reviewed the Companys organizational structure (Organization Chart) and authority matrix prior to proposing to the Board of Directors for approval
- Approved, decided, and directed operations within the scope of authority delegated by the Board of Directors, in accordance with the approved authorization framework
- Appointed working committees to support assignments from the Board of Directors and sub-committees
- Reviewed annual management policies

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PICHAI CHAINARONGLOKA (The chairman of the subcommittee, Independent director)	4	/	6	N/A
2 Mr. SAYAM TIEWTRANON (Member of the subcommittee)	4	/	6	N/A
3 Mr. PIYA JIRAPAPONGSA (Member of the subcommittee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Ms. RADAKARN MEETAM (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Dr. Panupat Poocharoen (Member of the subcommittee)	2	/	4	2/4 (50.00%)
	Average meeting attendance rate			(83.33%)

The results of duty performance of Risk Management Committee

The Company recognizes the importance of risk management and has established a comprehensive risk management policy and framework to ensure systematic, appropriate, and continuous risk management. The Company also defines risk appetite levels in alignment with its business objectives.

The Risk Management Committee is appointed by the Board of Directors, with an independent director serving as Chairman. The Committee comprises three executive directors and one senior executive who is not a director. A Risk Management Working Team, consisting of senior management, supports the Committee and covers four key areas of risk: strategic, operational, financial, and legal/compliance risks.

During 2025, the Risk Management Committee held a total of 4 meetings, attended by senior management. The key matters are summarized as follows:

- Reviewed the Risk Management Committee Charter
- Reviewed key risk factors and enterprise risk levels
- Discussed key risk factors and internal controls with senior management
- Summarized the Companys risk management performance for 2025

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KITTISAK AMORNCHAIROJKUL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. SAYAM TIEWTRANON (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PICHAI CHAINARONGLOKA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

The Board of Directors has established the Nomination and Remuneration Committee to be responsible for identifying, selecting, and nominating qualified individuals for appointment as directors of the Company, members of sub-committees, representatives to affiliated companies, executive directors, and the Chief Executive Officer. The Committee also determines the structure and criteria for remuneration in accordance with established nomination processes and proposes such matters to the Board of Directors for approval in compliance with applicable laws.

The Nomination and Remuneration Committee is appointed by the Board of Directors, with an independent director serving as Chairman. The Committee comprises one executive director and one independent director.

During 2025, the Committee held a total of 2 meetings. The key matters are summarized as follows:

- Reviewed the Nomination and Remuneration Committee Charter
- Nominated and selected individuals for positions as directors, sub-committee members, and representatives in subsidiaries and associated companies
- Determined remuneration for directors and sub-committee members

Meeting attendance of Corporate Governance and Sustainability Development Committee

Meeting Corporate Governance and Sustainability Development Committee (times) : 2

List of Directors	Meeting attendance of Corporate Governance and Sustainability Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KHEMCHART NANTASAGUANTHAI (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. SAYAM TIEWTRANON (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. PIYA JIRAPAPONGSA (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Ms. RADAKARN MEETAM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability Development Committee

The Board of Directors has established the Corporate Governance and Sustainability Development Committee to promote the Companys operations in accordance with good corporate governance principles, as well as to ensure the achievement of corporate governance policies and the Code of Business Ethics. This aims to enhance confidence among shareholders, investors, and all stakeholders, while supporting value creation and sustainable growth.

The Committee is appointed by the Board of Directors and comprises one independent director and three executive directors. During 2025, the Committee held a total of 2 meetings. The key matters are summarized as follows:

- Reviewed and updated the Corporate Governance and Sustainability Development Committee Charter
- Reviewed corporate governance policies, the Code of Business Ethics, whistleblowing and misconduct reporting policies, and governance policies relating to subsidiaries and associated companies
- Ensured regular updates and communication of new or revised laws and regulations
- Set goals and strategies relating to corporate governance and sustainability, covering economic, social, environmental, and governance (ESG) dimensions
- Monitored performance in corporate governance and sustainability

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company is committed to developing excellent products and services through intelligent technologies, selecting modern, standardized, and environmentally friendly technologies, and delivering valuable experiences to customers. The Company conducts its business responsibly, taking into account social and environmental impacts, promoting respect for human rights, and fostering workforce development and a corporate culture that aligns with changes in the business environment.

To build confidence among stakeholders through operational excellence, the Company emphasizes responsibility across the three key ESG dimensions - Environmental, Social, and Governance (ESG) to drive sustainable growth with transparency and in accordance with good corporate governance principles. The Company has established a sustainability management framework and guidelines to ensure that directors, executives, and employees operate in a consistent, standardized direction.

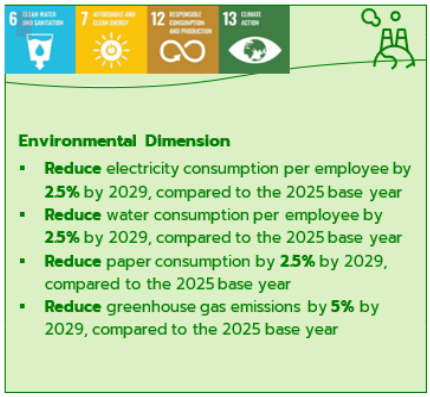
Reference link for sustainability policy : https://www.tkc-services.com/storage/download/cg/tkc-sustainability-management-policy-en.pdf

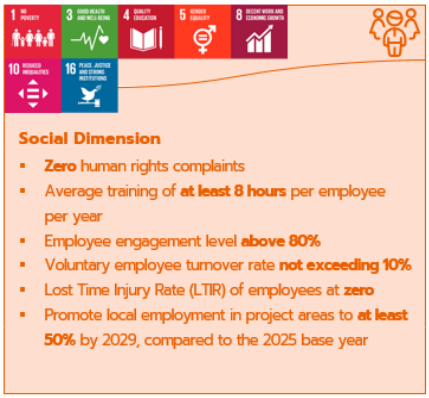
Page number of the reference link : 3

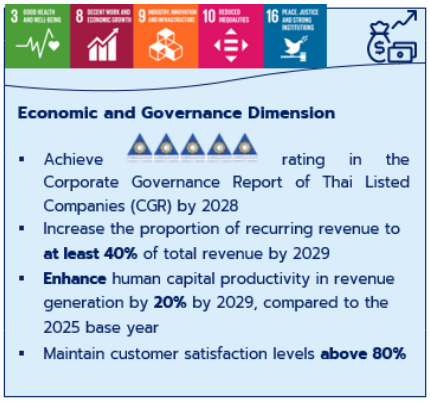
Sustainability management goals

Does the company set sustainability management goals : Yes

By 2025, the company aims for sustainable organizational development encompassing environmental, social, and corporate governance (ESG) dimensions. This includes analyzing potential risks to business operations in the short, medium, and long term to effectively manage ESG risks. The focus is on increasing value through digital transformation to support sustainable business and align with the United Nations Sustainable Development Goals (SDGs). The goal is to create sustainable value for all stakeholders, promoting and improving the lives of communities and society to meet basic needs as outlined in the UN Sustainable Development Goals, and generating sustainable value throughout the value chain in a balanced manner.







United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9

Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

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

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

Over the past year, the sustainability policy has been updated and sustainability management targets have been clarified. This is due to the organization's improved data collection system and the establishment of a new baseline year, resulting in a more systematic approach to strategic operations. Specifically, sustainability targets are now clear, measurable, and progress can be concretely tracked. Furthermore, there is a focus on raising operational standards to align with international best practices and meet the expectations of all stakeholders.

Information on impacts on stakeholder management in business value chain

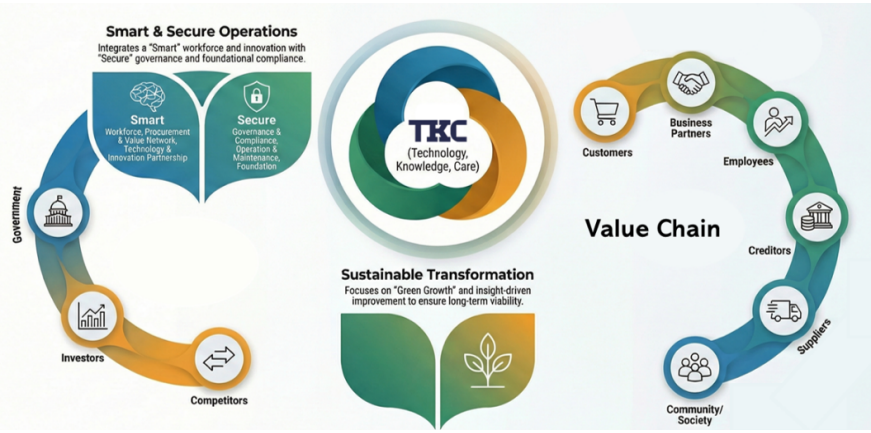
Business value chain

Value Chain : Efficient management of the value chain is crucial for sustainable business growth. The Company recognizes the importance of stakeholders throughout the value chain, from raw material sourcing to customer service processes. This holistic approach aims to enhance the quality of life and environmental conditions. Coupled with fair and responsible business practices, this ensures accountability towards all stakeholders.

Our business value chain: Over the past year, the Company has prioritized the development of its workforce and operational processes to deliver exceptional quality to customers. Recognizing the importance of sustainable business management, we have analyzed the supply chain and adapted it into a value chain to align with our original framework. Our focus remains on delivering outstanding services and collaborating with strategic partners to foster sustainable growth. This involves developing solutions tailored to meet customer needs while prioritizing resource efficiency, environmental preservation, societal aspects, and behavioral changes. We also emphasize customer involvement in solution and employee development, ensuring a balanced work-life approach.

Key Activities	
Input Management	● Project identification and selection aligned with the Companys strategic objectives ● Identification and selection of capable suppliers and business partners ● Preparation of proposals and participation in project bidding processes ● Preparation of contracts in accordance with established standards and requirements ● Procurement of products, equipment, and services from suppliers, including inspection and acceptance in accordance with quality standards
Operations	● System design and installation, including network testing and system operation verification ● Project management and control to ensure alignment with project plans and timelines ● Efficient inventory storage and management ● Project delivery and acceptance in accordance with contractual conditions
After-Sales Management	● Providing training to customers on the use of systems and equipment ● Warranty services and preventive maintenance support ● Prompt inspection and resolution of operational issues ● Performance evaluation and customer satisfaction assessments to continuously improve services
Supporting Activities	
● Transparent and efficient procurement and contracting processes ● Risk management across all stages of operations ● Development of innovation and digital technologies to enhance competitiveness ● Human resource development to strengthen knowledge and modern skills	Infrastructure management, including accounting systems, financial management, and technology platforms supporting operations and service delivery

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	• Fair and appropriate compensation, benefits, and welfare • Safe and supportive working environment • Career stability and advancement opportunities • Development of skills necessary for job performance • Provision of office equipment and technology to support work efficiency	• Establish a competitive salary structure and appropriate compensation and benefits comparable to industry standards • Maintain a safe and supportive working environment • Provide performance-based bonuses to promote income stability • Develop employee training programs aligned with the Companys business direction • Implement career development plans and career path programs to retain talented employees	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar
External stakeholders			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	• On-time project delivery • Provision of efficient products and services that meet customer requirements • Effective after-sales services • Prompt and accurate technical information and consultation • Data security and confidentiality protection • Timely and effective problem resolution	• Deliver high-quality products and services within the agreed timeframe • Provide prompt and efficient after-sales support • Continuously improve operational processes to enhance service efficiency • Incorporate customer feedback to improve products and services • Strictly comply with contractual terms and agreements • Provide system training and accurate technical guidance • Implement strict customer data security and confidentiality policies	• Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others • website TKC

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Suppliers • Business partners	• Transparent and fair procurement processes • Accurate, complete, and timely payment management • Fair compliance with contractual terms and agreements	• Conduct business in accordance with the Supplier Code of Conduct, incorporating ESG principles • Operate responsibly with respect to environmental, social, economic, and governance considerations • Ensure accurate and timely payment management • Establish fair and transparent procurement contracts • Support suppliers through knowledge sharing and operational capability development to reduce operational risks	• External Meeting • Complaint Reception • Satisfaction Survey • Others • vendor list

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Investors or investment institutions	• Transparency and compliance with Stock Exchange regulations and disclosure requirements • Accurate financial information and complete, transparent disclosure • Responsible business operations aligned with Environmental, Social, and Governance (ESG) principles and sustainable development • Good corporate governance practices	• Provide accurate financial information and ensure comprehensive disclosure • Implement effective management practices to build investor confidence and deliver optimal returns • Maintain strong corporate governance and operate with transparency and integrity • Manage business operations sustainably while mitigating operational risks	• Online Communication • Annual General Meeting (AGM) • Complaint Reception • Others • 56-1 One Report, Opportunity Day, Company Snapshot, Investor Relations

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community • Society	• Promotion of activities beneficial to communities • Transparent disclosure of information and operational performance	• Organize community development activities and apply technology to support social initiatives • Provide accurate and timely disclosure of corporate information and performance	• Social Event • Online Communication • Complaint Reception
• Creditor	• Company credibility and reliability • Business performance and future project opportunities • Ability to meet debt obligations	• Disclose financial statements in accordance with periodic reporting requirements • Comply with loan agreements and financial obligations	• Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Business partners	• Accurate, complete, and timely payment management • Transparent business operations under good corporate governance principles • Opportunities for sustainable joint development and growth • Comprehensive technical information and consultation • Data security and personal data protection • Fair compliance with contractual agreements	• Adhere to business ethics and governance principles • Ensure timely and accurate payments • Comply fairly with commercial terms and agreements • Promote collaboration and support joint business opportunities for sustainable growth • Share knowledge, innovation, and new technologies relevant to operations • Exchange ideas to create shared value • Maintain strong data security and personal data protection measures	• Online Communication • External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Government agencies and Regulators	• Collaboration in knowledge management and development • Exchange of information between organizations • Joint development of personnel capabilities	• Comply transparently with all applicable laws and regulations • Provide accurate and timely information when required • Cooperate with government agencies and support sustainable development initiatives	• Press Release • Online Communication • External Meeting • Satisfaction Survey
• Competitors	• Ethical business conduct, transparency, and fair competition	• Continuously improve policies and practices related to corporate governance, anti-corruption, and business ethics in accordance with international standards	• Complaint Reception

Diagram of the stakeholder analysis in the business value chain

Stakeholders

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics	:	Yes
Over the past year, the company has reviewed its sustainability materiality topics	:	Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environment	• Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management
Social	• Human Rights • Fair Labor Practices • Community / Social Responsibility • Innovation Development
Governace and Economy	• Customer / Consumer Responsibility • Good Governance • Sustainable Supply Chain Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Have data
Reference link for corporate sustainability report	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	60

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	GRI Standards, IFRS Sustainability Disclosure Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company places importance on identifying and managing emerging risks that may affect its business operations in the short, medium, and long term. These risks may impact business continuity, operational capability, and the long-term sustainability of the organization, while also presenting potential opportunities if managed effectively. Through a comprehensive risk assessment and analysis process, the Company has identified key emerging risks that require continuous monitoring and appropriate management in order to support sustainable growth and strengthen the Companys long-term resilience.

Reference link to risk management policy and plan : https://www.tkc-services.com/en/investor-relations/document/annual-reports

Page number of the reference link : 62

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Sustainability Risk Management

Related risk factors :

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- ESG risk

Operational Risk

- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Impact on the environment
- Impact on human rights

• Corruption

Compliance Risk

• Corporate Governance

ESG risk factors : Yes

Risk characteristics

Category	Risk Description
Environmental	Energy consumption in data centers, ICT equipment, electronic waste (e-waste)
Community & Social	Shortage of technology workforce, safety risks in installation projects
Governance	Cybersecurity risks compliance, anti-corruption risks
Technology	Technology obsolescence
Financial	Project cost volatility, supply chain risks

Risk-related consequences

Addressing the shortage of skilled personnel and insufficient human resource development leads to missed business opportunities. Therefore, it is necessary to develop ESG (Environmental, Social, Economy and Governance) management systems and systematic reporting.

Risk management measures

- Invest in Green Data Centers and adopt renewable energy, along with implementing robust eWaste Management practices.
- Implement reskilling and upskilling programs, conduct regular technology reviews, and pursue JVs, MOUs, and synergies with strategic partners while enhancing safety standards in line with ISO 45001.
- Establish an ESG & Risk Committee and strengthen the IT Governance Framework, including alignment with ISO 27001.
- Invest in R&D and develop partnerships with technology alliances to drive innovation.
- Enhance supplier management and adopt supplier diversification strategies.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company recognizes the importance and necessity of preparedness to respond to and mitigate the impacts of crises, as well as to ensure business continuity, in order to effectively build confidence among customers, employees, investors, shareholders, business partners, communities, and society. This Business Continuity Management Policy (the Policy) is established in accordance with good practices and serves as a comprehensive guideline for the Companys business continuity management and planning, covering the following objectives:

1. Safeguarding the Companys reputation.
2. Mitigating impacts and damages arising from major incidents.
3. Protecting critical assets, business operations, and operational activities during and after emergency situations.
4. Protecting the lives and safety of key personnel.

5. Restoring and resuming business operations following disruptions and returning to normal operations.

Reference link to business continuity plan (BCP)	:	https://www.tkc-services.com/storage/download/cg/tkc-business-continuity-management-policy-bcm-policy-en.pdf
Page number of the reference link	:	2

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	117

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	No

The Company is committed to achieving sustainable business growth while maintaining responsibility toward communities, society, and the environment. To achieve this, the Company has established strategies and frameworks for supply chain management that cover the selection of capable suppliers, risk assessment, and performance evaluation, while encouraging suppliers to operate with integrity, transparency, and respect for human rights. Suppliers are also expected to comply with standards related to labor, occupational health and safety, and environmental protection.

In addition, the Company implements supplier selection processes to ensure the procurement of quality products and services, while identifying and assessing supplier risks. A comprehensive risk management framework covering environmental, social, and governance (ESG) factors has been established to ensure that risk management approaches are aligned with risk levels. The Company also considers delivery quality and compliance with minimum legal requirements, including labor laws, environmental regulations, and quality management systems, in order to prevent and mitigate potential risks that may affect product and service delivery as well as stakeholder trust. Furthermore, the Company has established a Supplier Code of Conduct and a Procurement Code of Conduct, which both suppliers and procurement personnel are required to strictly follow.

Reference link to sustainable supply chain management plan	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	117

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes
Reference link to supplier code of conduct	:	https://www.tkc-services.com/storage/download/cg/tkc-supplier-code-of-conduct-en.pdf
Page number of the reference link	:	2

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

Key suppliers acknowledging compliance with the supplier code of conduct(2)

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Remark: *(2) Currently in the process of preparing an action plan and monitoring the performance of the Procurement Department.*

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

Reference link to companys research and development (R&D) policy : https://www.tkc-services.com/storage/download/cg/tkc-corporate-social-responsibility-policy-en.pdf

Page number of the reference link : 5

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	3,232,265.00	0.00	0.00

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

Research and development expenses in 2023 were used for the development and testing of system/device prototypes, the purchase of technology equipment, software, and wages for personnel involved in research and development. In the following year, no additional expenses were recorded, as it was the period for trial implementation and evaluation of the developed results.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

1. Promote innovation within the organization by encouraging the development of new working methods in internal processes, as well as improving operational processes, products, and services.
2. Create innovations that generate maximum benefits for society by promoting the use of technology and creativity.
3. Foster an organizational culture that supports innovation by encouraging the exchange of ideas and experimentation with new concepts, and by providing supporting systems and resources for innovation development.
4. Continuously monitor and evaluate innovations by establishing key performance indicators for innovation success in both business and social aspects, and improve operational approaches based on evaluation results to enhance effectiveness.
5. Build collaboration with external partners, including government agencies, private sector organizations, and educational institutions, to develop innovations, exchange knowledge and resources, and create sustainable outcomes.

Reference link to organizations innovation culture development and promotion process	:	https://www.tkc-services.com/en/investor-relations/document/annual-reports
Page number of the reference link	:	109

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

Benefits of innovation development

Financial benefits(3)

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

Remark: *(3) Currently in the testing and system development phase; not generating direct revenue yet.*

Non-financial benefits(4)

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

Remark: *(4) - Enhance efficiency and speed of operations - Reduce errors from traditional work methods - Increase personnel capabilities in technology and innovation - Strengthen the organization's image in innovation and modernity, creating knowledge and prototypes for future development*

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