TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED

Internal Control Policy

P-BOD-021

Revision	No.	Date	Page	Description/Details
1	1/2022	23/12/2022	All	Replace the Company new logo

Internal Control Policy

Objectives

1. To ensure the establishment of an effective internal control system that is appropriate to the nature of work or the operating environment of activities, implemented in conjunction with internal audit.

2. To ensure that operations are carried out efficiently and effectively, enabling economical and cost-effective use of resources by reducing redundant or unnecessary procedures, minimizing financial and other potential risks or losses within the organization, and ultimately reducing operating costs.

3. To ensure that financial information and reports are accurate, complete, and reliable, thereby providing confidence to management in making decisions regarding management and operations, as well as to relevant external parties.

4. To ensure that personnel comply correctly and completely with the organization's policies, laws, contractual conditions, agreements, rules, and regulations.

Scope

This policy has been established to serve as a guideline for compliance with the internal control framework of The Committee of Sponsoring Organizations of the Treadway Commission (COSO), which defines five key components of internal control as follows: (1) Control Environment, (2) Risk Assessment, (3) Control Activities, (4) Information and Communication, and (5) Monitoring Activities

The adequacy and appropriateness of the Company's internal control system can be summarized as follows:

1. Control Environment

The Audit Committee oversees corporate governance and compliance with applicable laws, rules, and regulations of relevant authorities to provide operational guidance for employees. The internal control function is responsible for promoting and supervising compliance with the internal control system in accordance with the COSO framework.

The Company continuously improves its policies, employee handbook, operating manuals, organizational structure, and various working committees to support effective management operations. The Company also places continuous emphasis on integrity, honesty, and ethical conduct in business operations under the principles of good corporate governance, sustainable business development alongside environmental and social responsibility, and regulatory compliance.

2. Risk Assessment

The Risk Management Committee is responsible for overseeing enterprise-wide risk management and continuously developing an effective enterprise risk management system in accordance with international standards (ISO). This covers strategic, operational, financial, and

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reputational risks, including occupational health and safety, environmental impacts, social and community impacts, legal and regulatory compliance, and corruption risks.

The risk management process covers all organizational levels, including enterprise level, business group/division level, department level, and operational process level. The Board places importance on risk management within the Company and its subsidiaries/joint ventures to ensure appropriate operations, risk monitoring, and overall impact assessment, with the objective of maintaining risks at an acceptable level. Overall, the Group has achieved its risk management objectives.

In addition, to enable the organization to respond to unforeseen risks that may affect business continuity—such as natural disasters, terrorism, political changes, and emergency incidents—the Company has established a Business Continuity Management (BCM) working team. This team is responsible for developing systems, preparing readiness plans, and regularly reviewing crisis and risk response plans to enhance effectiveness. The BCM system, which covers the head office, ensures that the Company can continue operations during emergencies with minimal disruption, reduce potential impacts, and build confidence among stakeholders that the Company can respond effectively to crises.

3. **Control Activities**

The Company has established control activities using Objectives and Key Results (OKRs) as tools for planning and control. Duties and responsibilities are segregated to enable checks and balances. The Company regularly reviews and defines authority levels and approval limits at each level to ensure appropriateness for business operations.

In addition, checks and balances are provided through specifically appointed units and committees, such as the Internal Audit function, Investment Committee, and Enterprise Risk Management Committee, to ensure effective oversight during critical situations and continuous delivery of products and services.

4. **Information and Communication**

The Company reviews its Digital Roadmap annually to ensure alignment with its corporate strategy. Key systems include finance, accounting, and human resource management. The Company studies and adopts new technologies to enhance business capability, including maintenance planning systems. In marketing, customer data analytics are used to develop personalized marketing plans and enhance customer experience to better meet customer needs.

The Company has established internal communication channels to ensure employees receive accurate and timely information through various platforms such as intranet systems, email, public address systems, and digital notice boards, as well as widely used informal channels such as Line Groups.

For external stakeholders, the Company communicates through various media, particularly online platforms such as the Company's website and corporate Facebook page, enabling convenient and efficient access to information via mobile devices.

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The Company also provides whistleblowing and complaint channels for employees and external stakeholders to report suspected misconduct or corruption via telephone or email. Reports are protected, investigated, and followed up with corrective actions as appropriate.

5. Monitoring Activities

The Company monitors operating performance regularly by comparing actual results against established targets. When environmental factors affecting performance are identified, appropriate strategic adjustments are made to align outcomes with targets.

The internal control function conducts self-assessment of internal controls, evaluating the adequacy and appropriateness of the internal control system at the organizational level by relevant management. The Company continuously improves the effectiveness of its internal control system.

Definitions

Internal Control refers to a process designed and implemented by management and personnel of the organization, providing reasonable assurance regarding the achievement of objectives in the following areas:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with laws, rules, and regulations
    1. Operations (O): The management and use of resources efficiently and effectively, including safeguarding assets and preventing or reducing errors, losses, leakage, waste, or fraud.
    2. Financial Reporting (F): Financial reports prepared for internal and external use that are accurate, reliable, and timely.
    3. Compliance (C): Compliance with laws, rules, regulations, or cabinet resolutions related to operations, as well as adherence to internal policies and procedures established by the organization.

Internal Control Policy

1. To promote and support good corporate governance in accordance with international standards.
2. To promote and support effective, efficient, and cost-effective enterprise risk management.
3. To promote and support effective, efficient, and cost-effective internal control, risk management, and internal audit processes.
4. To enhance the effectiveness of internal control evaluation processes on a continuous basis, the Company requires an annual review of the internal control system by conducting a COSO Internal Control Self-Assessment once per year.

This Internal Control Policy was reviewed and approved by the Board of Directors at Meeting No. 5/2025 on November 12, 2025, and has been effective from November 12, 2025.

- Kittisak Amornchairojkul -
(MR. KITTISAK AMORNCHAIROJKUL)
Chairman of Board of Directors

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