

Fostering a Culture of Innovation

The company established policy and action plans to actively encourage employees and business units to drive innovation and process improvement in a concrete manner. It fosters an open environment for opportunities and ideas, allowing employees to propose initiatives and projects based on real operational experience. These ideas are then developed and refined into innovations within the company, reinforcing an Innovative Culture across the organization. The company has implemented the Kaizen Succession Note Project, providing employees with the opportunity to propose inventions, technologies, software programs, or new/improved work processes that maximize efficiency and create value across business, social, and environmental aspects. This initiative is open to employees at all levels.

To further promote a culture of innovation and sustainability, During the 2025 Annual Innovation Competition, the selected topics were drawn from ideas submitted through the 2024 employee idea solicitation program, in which all construction units across the Company participated. A total of 813 Suggestion Note and Kaizen proposals were submitted by employees. Of these, 52 topics were shortlisted from all units, representing 6.40% of the total submissions. In the second round, the Quality Management Department reviewed the 52 shortlisted topics and selected 5 Kaizen initiatives. The third round consisted of an on-site innovation assessment conducted by the Evaluation Committee, resulting in 3 Kaizen projects being selected as award winners, as detailed below:

Award Category	Innovation Title	Responsible Unit
Productivity Improvement Innovation Award	Handrail Pipe Notching Machine	Rayong Fabrication Center
Cost Reduction Innovation Award	CCTV Pipe Inspection System	Thonburi Wastewater Treatment Project, Contract No. 3
Environmental Innovation Award	Organic Waste Shredding Machine into Fertilizer to Reduce Food Waste and GHG Emissions toward Sustainability	Gulf Pluak Daeng Power Plant Project

Photo of the Kaizen Award Presentation



In addition, to further build upon and showcase the capabilities of the teams and units that developed these innovations, as well as to enhance the Company's corporate image in sustainable development in line with ESG principles, all three innovations were submitted to the Excellent Industrial Kaizen Competition at the 2025 National Engineering Conference.