

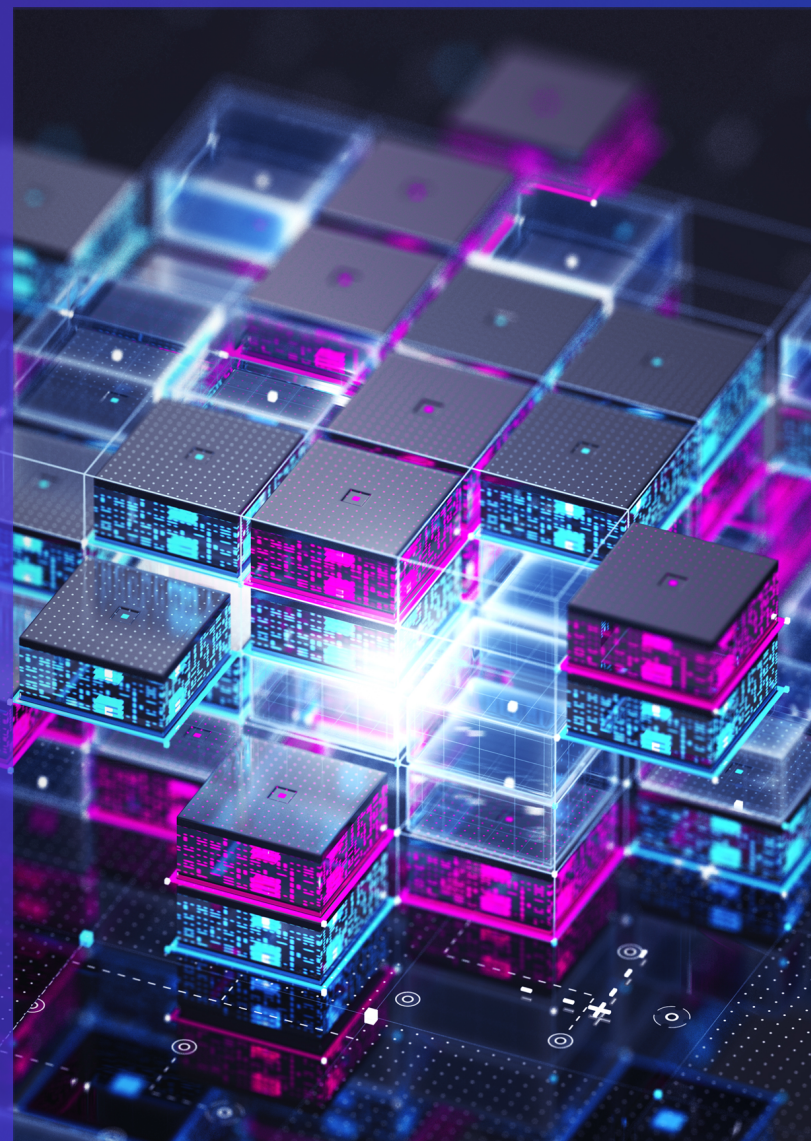


# Transparency Report 2025

Quality is how we make the difference.

KPMG in Thailand

[kpmg.com/th](https://kpmg.com/th)



# Contents

Message from the Country Senior Partner	4	8. Perform quality engagements	31	15. Appendix	
1. A system of quality management that sustains audit and assurance quality	7	9. Assess risks to quality	34	Key legal entities and areas of operation	46
2. Live by our Values-driven culture	10	10. Monitor and remediate	35		
3. Apply expertise and knowledge	16	11. Communicate effectively	39		
4. Embrace digital technology	19	12. Partner remuneration	41		
5. Nurture diverse skilled teams	21	13. Network arrangements	42		
6. Associate with the right clients and engagements	25	14. Statement on the effectiveness of the System of Quality Management	45		
7. Be independent and ethical	27				

# KPMG Values

KPMG is committed to quality and service excellence in all that we do, helping to bring our best to clients and earning the public's trust through our actions and behaviors both professionally and personally.

Our Values guide our behaviors day- to-day, informing how we act, the decisions we make, and how we work with each other, our clients, companies that we audit, and all of our stakeholders.



**Our Values are:**



## Integrity

We do what is right.



## Excellence

We never stop learning and improving.



## Courage

We think and act boldly.



## Together

We respect each other and draw strength from our differences.



## For Better

We do what matters.



# Message from CEO

At KPMG in Thailand, we strive to lead with integrity, and ensure transparency, in everything we do. As part of our commitment to maintaining the highest professional and ethical standards, we make continuous efforts to uphold the quality of our audit practices. This is highlighted in our Transparency Report 2025, covering the fiscal year ended 30 September 2024.

In 2024, we focused on advancing our capabilities by emphasizing talent development and the integration of AI technology. We continued to develop the KPMG Clara platform with new tools and features to enable our auditors worldwide to deliver higher-quality audits with increased efficiency. Looking ahead, we are committed to pushing the boundaries of innovation by continuously evolving our AI capabilities and expanding the expertise of our people. By investing in both technology and talent, we are positioning ourselves—and our clients—for long-term success in an increasingly complex and dynamic business environment. This forward-thinking approach will enable us to deliver transformative impacts, driving value for our clients and shaping the future of audit and assurance.

Equally important is our unwavering commitment to ethics and professionalism. Our Values define who we are and what we believe in, while our Code of Conduct outlines our responsibilities and principles. These foundations guide every decision and action we take, fostering a culture of transparency and accountability that allows us to form a foundation of trust with our clients, stakeholders, and communities.

Transparency and accountability are the cornerstones of building trust in our profession. This report represents not only our achievements but also our accountability to those we serve. We at KPMG in Thailand are grateful for your continued trust and invite your input as we strive to fulfill our responsibilities together.



**Charoen Phosamritlert**  
Chief Executive Officer  
KPMG in Thailand, Myanmar and Laos



## Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



# Message from Head of Audit & Assurance



## Message from the Country Senior Partner

The year 2024 was marked by rapid advancements in technology, regulatory changes and evolving client needs. Throughout these shifts, transparency, quality and integrity are still at the core of everything we do at KPMG in Thailand. We remain committed to providing quality audit services to our clients.

### Highlights of the financial year 2024:

- **System of quality management (SoQM)**  
We have strengthened our system of quality management (SoQM) to be more consistent and robust, in order to meet the requirements of the International Standard on Quality Management (ISQM) 1, issued by the International Auditing and Assurance Standards Board (IAASB). The Global Quality Framework helps us maintain our audit quality and outlines how everyone at KPMG in Thailand contributes to its delivery.
- **Active implementation of integrated AI solutions**  
At KPMG in Thailand, we are committed to the ethical and responsible use of AI, guided by our core Values and Trusted AI principles. We integrate AI solutions to enhance audit quality and deliver greater client value through our smart audit platform, KPMG Clara. This platform empowers our auditors to deliver high quality audits by utilizing automation and advance analytics.
- In FY24 we introduced AI Transaction Scoring (MindBridge) and new features on KPMG Clara collaboration (KCC) platform. These enhancements provide users with tailored, actionable information for increased efficiency. Looking ahead to FY25, we will continue to evolve KPMG Clara, empowering clients with greater accuracy, efficiency and actionable insights for better decision-making.

- **Empowering and elevating our people**  
We believe that our people are the cornerstone of our success. We focus on learning and capability development, supporting the growth of our auditors and equipping them with skills necessary to fully make use of emerging technologies. Additionally, we encourage our people to prioritize their health and well-being. In a fast-paced and demanding work environment, we support our staff in maintaining a healthy balance between work and personal life by fostering a supportive and inclusive culture where everyone can thrive.
- **Building trust through CARE framework**  
At KPMG, ethics and integrity define who we are. Our ethical decision-making approach, CARE framework — Consider, Assess, Respond, Evolve — serves as a practical guide, empowering us to navigate ethical dilemmas with confidence and clarity. All partners and employees receive training on our Code of Conduct, anti-bribery and corruption practices, and adherence to laws, regulations, and professional standards. By embedding these principles into our daily actions, we build trust with clients, colleagues, and communities, ensuring that ethical behavior remains the foundation of our success.

KPMG in Thailand remains committed to delivering high-quality audit services that foster trust and create value. Through advanced technology, continuous professional development and a focus on quality, we ensure our audits are reliable and insightful. Upholding the highest ethical standards, we strengthen trust and deliver exceptional value, with audit quality at the core of our mission for long-term success.



**Orawan Chunhakitpaisan**  
Head of Audit & Assurance  
KPMG in Thailand

Throughout this document, “KPMG”, “we”, “our” and “us” refers to KPMG in Thailand.

Any references to the KPMG global organization mean the member firms of KPMG International Limited, each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients.

No member firm has any authority to obligate or bind KPMG International Limited or any other member firm vis-à-vis third parties, nor does KPMG International Limited have any such authority to obligate or bind any member firm.

KPMG International means KPMG International Limited unless the context requires the reference to mean KPMG International Services Ltd (which provides services, products and support to, or for the benefit of, member firms or KPMG International Limited but not services, products or support to clients) or KPMG International Cooperative (which owns and licenses the KPMG brand)

Throughout this document, references to “Firm”, “KPMG firm”, “member firm” and “KPMG member firm” refer to firms which are either: members of KPMG International Limited; sublicensee firms of KPMG International Limited; or entities that are wholly or dominantly owned and controlled by an entity that is a member or a sublicensee. The overall governance structure of KPMG International Limited is provided in the ‘Governance and leadership’ section of the [KPMG International Transparency Report](#).

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

# Audit quality

Audit quality is fundamental to maintaining public trust and is the key measure on which our professional reputation stands.

We define “audit quality” as the outcome when audits are executed consistently, in line with the requirements and intent of applicable professional standards, within a strong system of quality management.

All of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

# 1. A system of quality management that sustains audit and assurance quality

Consistent and strong controls within our firm's system of quality management (SoQM) help reduce quality issues, drive operational efficiencies, and enhance transparency and accountability. We are committed to continually strengthening the consistency and robustness of our SoQM.

Across the global organization, KPMG firms have strengthened the consistency and robustness of their system of quality management (SoQM) to meet the requirements of the International Standard on Quality Management (ISQM) 1, issued by the International Auditing and Assurance Standards Board (IAASB).

## KPMG International's global approach to SoQM and ISQM 1



Sets **policies and procedures** to support KPMG firms' effective SoQM in accordance with ISQM1 issued by the IAASB.



Establishes for each SoQM component **globally consistent quality objectives, risks and responses** including controls.



Provides KPMG firms with a risk assessment framework that they have agreed to use in identifying incremental KPMG firm specific quality objectives, risks, and controls.



Supports KPMG firms with guidance, tools, and training to drive consistent and effective firm SoQM operation and annual evaluation.



Includes monitoring activities over KPMG firms' SoQM to drive global consistency.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



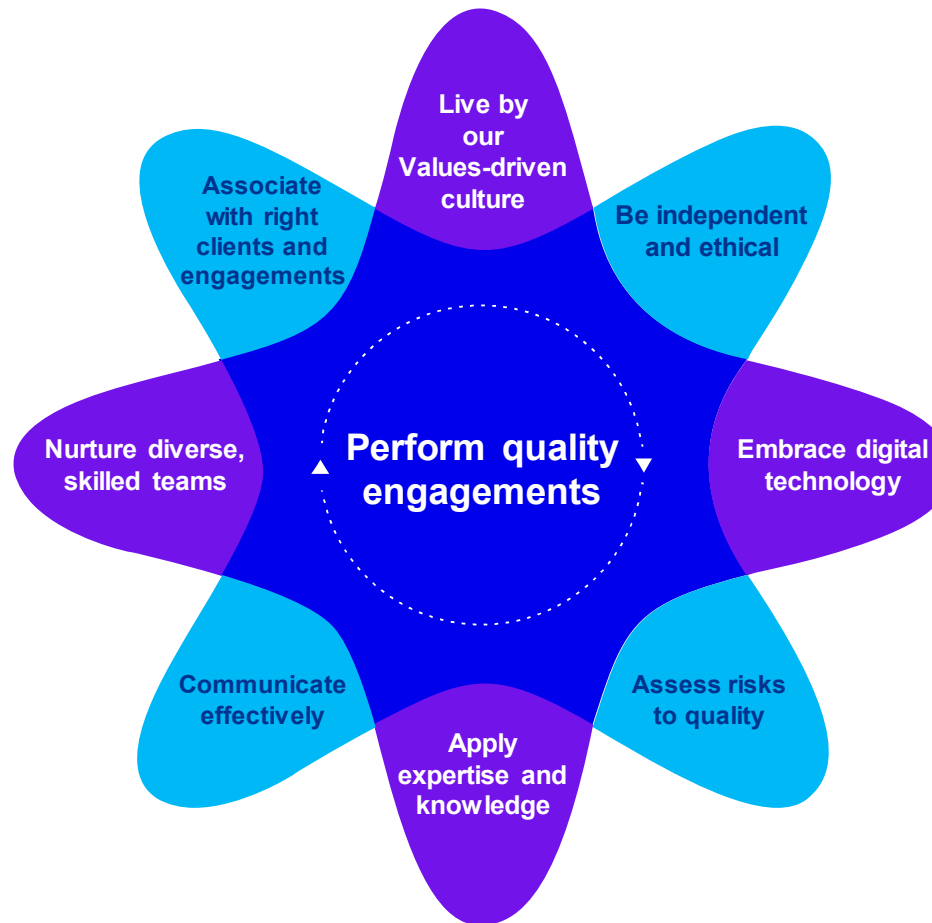
The globally consistent approach to ISQM 1 is used by all KPMG firms across the global organization to drive the consistency, robustness and accountability of responses within KPMG firms' processes.

To provide more transparency on what drives KPMG audit and assurance quality, this report is structured around the KPMG Global Quality Framework. For KPMG, the Global Quality Framework outlines how we deliver quality and how every KPMG professional contributes to its delivery. The drivers outlined in the Global Quality Framework align with the 10 components of KPMG firms' SoQM and ISQM 1.

In line with ISQM 1, our SoQM also aligns with the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards), issued by the International Ethics Standard Board for Accountants (IESBA Code of Ethics).

Section 2-11 "Live by our Values-driven culture" to "Communicating effectively" in the Global Quality Framework, aligned with the SoQM components. Combined with our firm's SoQM Statement of Effectiveness (see section 14 Statement on the effectiveness of the System of Quality Management), this Transparency Report summarizes how our SoQM effectively supports the consistent performance of quality engagements. This report may also be useful for stakeholders interested in KPMG firms' Tax, Legal and Advisory services, as certain aspects of our firm's SoQM are cross-functional and apply equally as the foundation of quality for all services offered.

## KPMG's Global Quality Framework



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

# KPMG approach to audit quality



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

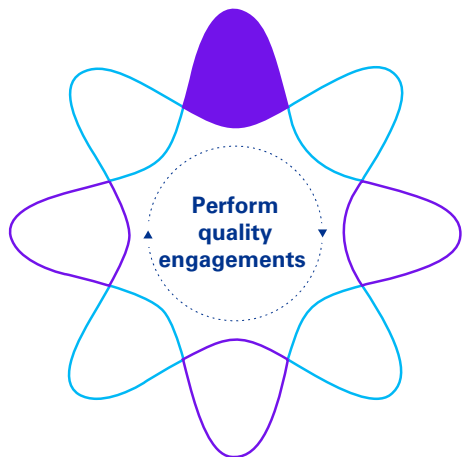
11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



## 2. Live by our Values-driven culture

- **Foster the right culture, starting with tone at the top**
- **Clearly articulate strategy focused on quality, consistency, trust and growth**
- **Define accountabilities, roles and responsibilities related to quality and risk management**
- **Robust governance structure**

It's not just what we do at KPMG that matters, we also pay attention to how we do it. Our Values are our core beliefs, guiding and unifying our actions and behaviors. Shared across all personnel and in every country, jurisdiction and territory in which we operate, they are the foundation of our unique culture.

### 2.1 Foster the right culture, starting with tone at the top

#### 2.1.1 Tone at the top

KPMG International's leadership, working with regional and KPMG firm leadership, plays a critical role in establishing our commitment to quality and the highest standards of professional excellence and ethics. **A culture based on integrity, accountability, quality, objectivity, independence and ethics is essential in an organization that carries out audit, assurance and other professional services on which stakeholders rely.**



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



## Clear Values and a strong Code of Conduct

At KPMG, our [Values](#) lie at the heart of the way we do things. To do the right thing, the right way. They form the foundation of a resilient culture ready to meet challenge with integrity, so we never lose sight of our principal responsibility to serve the public interest.

We are committed to the highest standards of personal and professional behavior in everything we do. Ethics and integrity are core to who we are and within our [Global Code of Conduct](#), we outline the responsibilities all KPMG people have to each other, our clients and the public. It shows how our Values and Purpose inspire our greatest aspirations and guide all of our behaviors and actions. It defines what it means to work at and be part of the KPMG organization, as well as our individual and collective responsibilities.

Everyone at KPMG can expect to be held accountable for their behaviour consistent with the Code and is required to confirm their compliance with it. Individuals are strongly encouraged to speak up if they see something that makes them uncomfortable or that is not in compliance with the Code or our Values. Everyone at KPMG is required to report any activity that could potentially be illegal or in violation of our Values, KPMG policies, applicable laws, regulations or professional standards.

To safeguard this principle of holding each other accountable, each KPMG firm has agreed to establish, communicate and maintain clearly

defined channels to allow KPMG personnel and third parties to make inquiries about, raise concerns in relation to, provide feedback on and notify reportable matters, without fear of reprisal, in accordance with applicable law or regulation.

The [KPMG International hotline](#) is a mechanism for KPMG personnel, clients and other third parties to confidentially report concerns they have relating to KPMG International, activities of KPMG firms or KPMG personnel. Reports received by the KPMG International hotline are taken seriously, and for each of them, KPMG International will consider how to respond and where necessary, investigate and take appropriate action.

All KPMG firms and personnel are prohibited from retaliating against individuals who have the courage to speak up in good faith. Retaliation is a serious violation of the Code, and any person who takes retaliatory action will be subject to their firm's disciplinary policy.

In addition to the processes outlined above, the Global People Survey provides our leadership and KPMG International leadership with results related to upholding the KPMG Values.

### KPMG's Global Values Week — Building a values-led firm of the future

Kicking off FY 2024, the KPMG global network came together to celebrate Our Values during a week-long series of events. Global Values Week

engaged our people in dialogue around our five Values and the role they play in our everyday work. This organization-wide celebration was followed by the launch of a Values Immersion initiative in our firm that included leader-led group sessions focused on living our Values under pressure.

### 2.1.2 The KPMG multidisciplinary model

The KPMG global organization is at its strongest when its over 275,000 people across 142 countries and territories, aligned behind a common set of values, are working together to provide quality services to some of the most important organizations in the world, from the public sector to finance to healthcare. Regardless of the sector or industry they operate in, KPMG's people leverage multidisciplinary knowledge and experience from across the organization to deliver independent and rigorous audit and assurance, tax and consulting services to clients and stakeholders, earning their trust by meeting our commitment to deliver professional excellence. We firmly believe that our multidisciplinary model is the best way to serve clients and is essential to delivering high quality.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

## 2.2 Clearly articulated strategy focused on quality, consistency, trust and growth

### 2.2.1 Our business

Our firm is a professional services firm that delivers Audit and Assurance, Tax, Legal and Advisory services. We had an average of 1,503 Audit and Assurance partners and employees in the year to 30 September 2024.

Our audit services in Thailand are delivered through KPMG Phoomchai Audit Ltd. Full details of the services we offer can be found on our [website](#).

### 2.2.2 Our strategy

Our strategy is set by our Board and demonstrates a commitment to quality and trust. Our focus is to invest significantly in priorities that form part of a global strategy execution.

## 2.3 Defined accountabilities, roles and responsibilities related to quality and risk management

### 2.3.1 Leadership responsibilities for quality and risk management

Our leadership team is committed to building a culture based on integrity, quality, objectivity, independence and ethics, demonstrated through their actions.

Our firm has agreed to seek input from the chair of the relevant Global Steering Group or their delegate on the performance of certain leaders within the firm whose role most closely aligns with the activities of the Global Steering Group. Input is sought as part of the annual performance process and is based on an assessment of the leader's performance, which includes matters of public interest, audit quality and risk management activities.

The following individuals have leadership responsibilities for quality and risk management in our firm:



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



**CEO**

In accordance with the principles in ISQM 1, our CEO, Charoen Phosamritlert is the leader who has ultimate responsibility for our SoQM.



## Country Quality & Risk Management and Ethics and Independence Partner

Our firm's Quality & Risk Management and Ethics and Independence partner, Bob Ellis, is responsible for the firm's direction and execution of risk, compliance, quality, ethics and independence policies and procedures in our firm. The Risk Management Partner is a member of the Executive Committee, Management Board and has a direct reporting line to the KPMG firm leadership. The Risk Management Partner consults, as appropriate, with the CEO, the Regional Risk Management Partner, Global Quality & Risk Management resources, and external counsel.

The Risk Management Partner is supported by a team of partners and professionals in each of the functions.



## Audit Leadership Team

The Audit Leadership Team has regular discussions to agree actions about current and emerging audit quality issues arising from external and internal quality review processes, queries being raised by engagement teams, our SoQM evaluation, root cause analysis procedures and other quality matters identified from a variety of sources.

More complex issues (which might require amendments to KPMG's global audit methodology or audit tools) are raised with KPMG International Global Audit groups for consideration and potential development of solutions by the KPMG Global Solutions Group (KGSG), Global Audit Methodology Group (GAMG) and the International Standards Group (ISG). For more information about the KGSG, the GAMG and the ISG refer to section 8.1.2 Technical consultation and global resources



## The Audit, Tax, Legal and Advisory functions — Function Heads

The four heads of the client service functions (Audit and Assurance, Tax, Legal and Advisory) are accountable to the Senior Partner for the quality of service delivered in their respective functions. They are responsible for the execution of the risk management and quality management procedures for their specific functions within the framework set by the Risk Management Partner. These procedures make it clear that, at the engagement-level, risk management and quality management is ultimately the responsibility of all professionals in the firm.

Our Head of Audit and Assurance is responsible for the effective management and control of the Audit and Assurance Function. This includes:

- Setting a strong tone and culture supporting audit and assurance quality through communication, engagement support and commitment to the highest standards of professional excellence, including professional skepticism, objectivity, and ethics and integrity;
- Developing and implementing an audit and assurance strategy that is aligned with the firm's quality requirements;
- Working with the Risk Management Partner to monitor and address quality and risk matters as they relate to the Audit practice.



## Department of Professional Practice (DPP)

The role of DPP is crucial in terms of the support that it provides to the audit and assurance practice.

The Department of Professional Practice (DPP), made up of senior professionals with extensive experience in audit and financial reporting and led by Nuttha Urapeevachareewan, is the national center of technical excellence responsible for: conducting technical research, interacting with local and global professional standard-setters and regulators, and providing technical financial reporting and auditing guidance and support to our people in the field. The DPP works closely with KPMG Institute on technical training matters.

For more complex issues (which might require amendments to KPMG's global audit methodology or audit tools), these will be raised with the KPMG International Global Audit groups for consideration and potential development of solutions by the KPMG Global Solutions Group (KGSG) and the International Standards Group (ISG). For more information about the KGSG and the ISG refer to section 8.1.2 Technical consultation and global resources

### Audit Quality Partner

The Audit Quality Partner is responsible for assisting the Country Head of Audit and Assurance and Audit and Assurance Risk Management Partner to roll-out the compliance measures for the audit and assurance practice. At KPMG in Thailand, Sumate Jangsamsee, takes this important role and works directly and closely with each audit and assurance group head, communicates key audit quality messages and provides input into the development of national audit quality initiatives and deployment of audit tools.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



## 2.4 Institute robust governance structures

### 2.4.1 Our legal and governance structure

KPMG Phoomchai Audit Ltd. is a limited liability company.

A list of the entities that form KPMG together with details of their legal structure, the nature of their business, and area of operation, is set out in Appendix.

At KPMG, we apply high standards of corporate governance.

#### The Board

Our CEO chairs the Board, ensuring that the Board members receive accurate, timely and clear information and ensuring effective communication and relationships with the members at large.

The principal governance and oversight body of our firm is the Thailand Board, which provides leadership to the firm and is responsible for our long-term growth and sustainability, setting our strategy and overseeing its implementation, monitoring performance against our business plan and protecting and enhancing the KPMG brand.

Full details of those charged with governance for our firm, are set out in our structure and governance.

In addition, there are three main bodies that deal with key aspects of governance within the group that report into the Board. These are :

- Executive Committee;
- Compensation Committee;
- Nomination Committee

Details about the role and responsibilities and composition of each of these key bodies are set out below.

#### The Executive Committee

The Executive Committee is responsible for management of the day-to-day activities of the firm, recommending policy to the Board and developing the business plan within the overall strategy set by the Board, together with its subsequent implementation. It deals with operational matters affecting the firm (including monitoring operating and financial performance, budgets, new business proposals, marketing, technology development, recruitment and retention and general remuneration, prioritization and allocation of resources and investment and managing the firm's risk profile.

#### The Compensation Committee

The Compensation Committee is responsible for making recommendations on policies for partners' remuneration. It is also responsible for approving the process for determining partner remuneration.

As part of its activities, the Compensation Committee receives and considers a report from the Risk Management Partner on (i) the approach to ensuring that quality issues are appropriately considered in partner counseling and (ii) whether or not there are any quality concerns about specific partners.

Further information regarding partner remuneration is set out in section 12 Partner remuneration.

#### Nomination Committee

The Nomination Committee is responsible for implementing the Partner nomination process, screening candidates and nominating appropriate candidates to the Board and Shareholders for approval.

See [page 42](#) for information on the KPMG legal structure and [page 43](#) for information on the KPMG International Governance structure.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

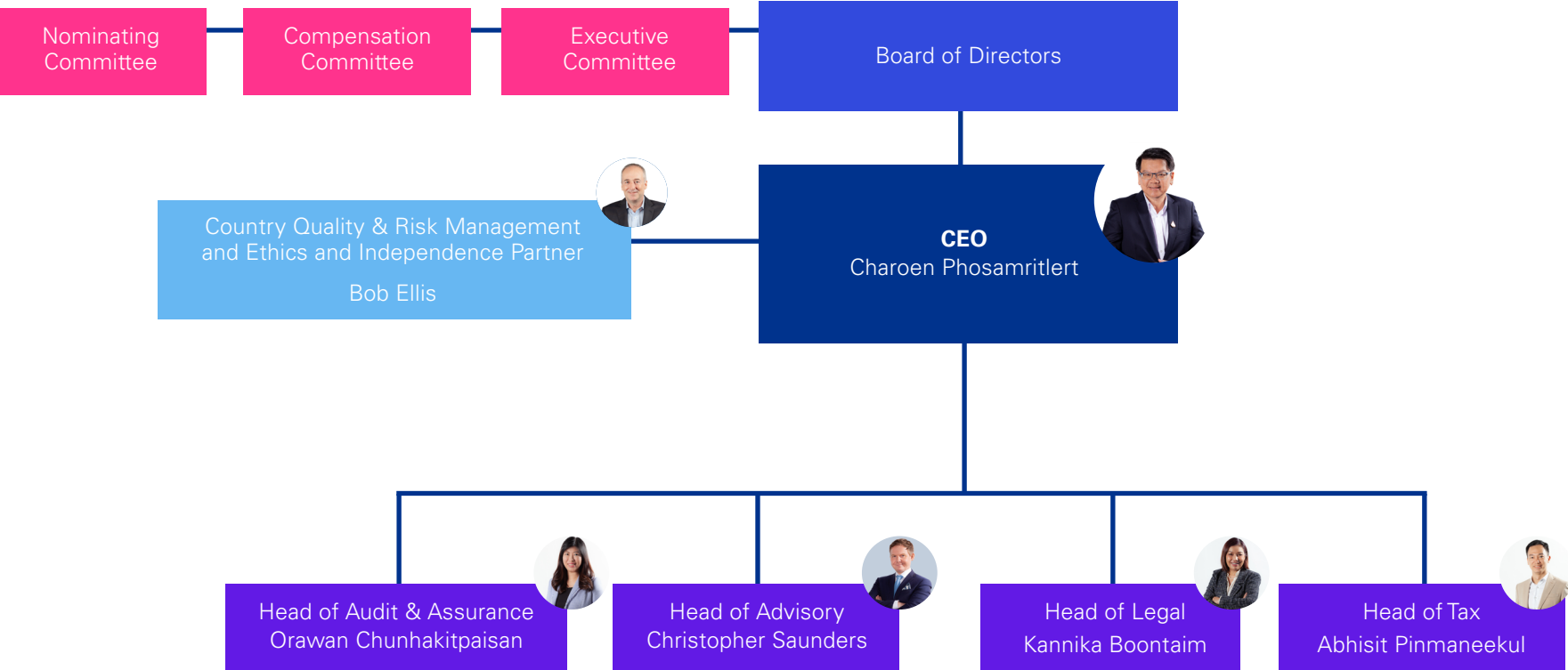
12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

# Our structure and governance



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

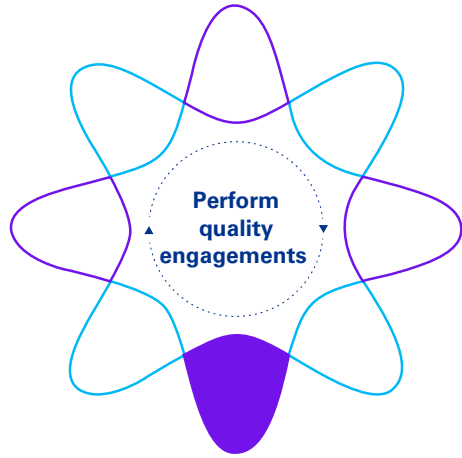
11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



# 3. Apply expertise and knowledge

- **Methodology aligned with professional standards, laws and regulations**
- **Standardized methodology and guidance**
- **Deep technical expertise and knowledge**
- **Quality and risk management policies**

We are committed to continuing to build on our technical expertise and knowledge recognizing its fundamental role in delivering quality services.

## 3.1 Methodology aligned with professional standards, laws and regulations

### 3.1.1 Consistent audit and assurance methodology and tools

We use KPMG International's audit and assurance methodology, tools and guidance to drive a consistent approach to planning, performing and documenting audit and assurance procedures. Key elements include:

- Meeting the applicable standards, including International Standards on Auditing (ISA), Public Company Accounting Oversight Board (PCAOB), the American Institute of CPAs (AICPA), and the International Standards on Assurance Engagements (ISAE);



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

- Identifying risks of material misstatements and the necessary audit response;
- Use by our audit and assurance professionals to drive consistent interpretation on the application of ISAs and ISAEs.

Our audit and assurance methodologies emphasize applying appropriate professional skepticism in the execution of procedures and require compliance with relevant ethical requirements, including independence. The methodologies evolve to reflect new and revised audit standards and requirements as well as to keep pace with innovative and technological advances that drive quality and efficiency.

## 3.2 Technology-enabled standardized methodology and guidance

The KPMG standardized methodology and guidance are embedded within KPMG Clara, our smart audit and assurance platform, and assist our engagement teams in meeting the ever-changing landscape of corporate reporting and related audit and assurance requirements.

## 3.3 Deep technical expertise and knowledge

### 3.3.1 Access to specialist networks

Specialist experience is an increasingly important part of the modern audit and is a key feature of our multidisciplinary model. Our engagement teams have access to a network of KPMG specialists to consult – either within their firm or in other KPMG firms. These specialists receive the training they need to ensure they have the competencies, capabilities and objectivity to appropriately fulfil their role on our audits.

The need for specialists to be assigned to an audit engagement in areas such as information, technology, tax, treasury, actuarial, forensic and valuations is considered as part of the audit engagement acceptance and continuance process, as well as during the planning and conduct of the engagement.

### 3.3.2 Our commitment to audit and assurance quality by responding to significant external events and conditions

Significant external events and conditions, such as the impacts arising from climate change, geopolitical events, volatile interest rates and elevated levels of inflation may have significant financial statement implications, increasing complexity, subjectivity and uncertainty for

matters such as management's going concern assessment, asset impairments and asset valuations. Guidance is available to assist engagement teams in our firm address the financial reporting, auditing and reporting related matters arising from the impacts of these significant external events and conditions.

We also have access to an online financial reporting resource center maintained on behalf of KPMG that highlights the potential financial statement implications of matters arising from significant external events. This guidance is updated as new significant accounting, auditing and reporting issues emerge.

### 3.3.3 Licensing and requirements for IFRS® Accounting Standards and US GAAP engagements

#### Licensing

All KPMG professionals in our firm are required to comply with applicable professional license rules and satisfy the Continuing Professional Development requirements in the jurisdiction where they practice. KPMG International policies and procedures are designed to facilitate compliance with license requirements. We are responsible for ensuring that audit professionals working on engagements have appropriate audit, accounting and industry knowledge, and experience in the local predominant financial reporting framework.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

## Requirements — IFRS® Accounting Standards and US GAAP engagements

In addition, KPMG International has specific requirements for partners, managers and Engagement Quality Control (EQC) reviewers working on IFRS® Accounting Standards engagements in countries where IFRS Accounting Standards are not the predominant financial reporting framework.

Similar policies apply to engagements performed outside the US to report on financial statements or financial information prepared in accordance with US GAAP and/or audited in accordance with US auditing standards, including reporting on the effectiveness of the entity's internal control over financial reporting (ICOFR).

These provide that, at a minimum, all partners, managers and, if appointed, the EQC reviewers (and for engagements conducted in accordance with US GAAP and/or US auditing standards engagements, the engagement partner, engagement manager, engagement in-charge and, if appointed the EQC reviewers assigned to the engagement have completed relevant training and that the engagement team, collectively, has sufficient experience to perform the engagement or has implemented appropriate safeguards to address any shortfalls.

## 3.3.4 ESG Assurance quality

KPMG is committed to fulfilling our public interest role in providing robust assurance that can benefit investors and other stakeholders.

We believe the same level of professionalism, quality, consistency and trust should apply to ESG reporting as to financial data. We have made significant investments in putting ESG at the heart of the organization and remain steadfast in our commitment to serving the public interest.

As part of the continuous improvement approach to quality, in 2024 the following updates were implemented:

- Enhanced the ESG Assurance methodology and KPMG Clara workflow - Assurance training and released curriculum focused on the ISSB standards.
- Invested in programs to strengthen KPMG professionals' skills and experience, to deliver high quality ESG assurance engagements and meet client needs, including access to technical ESG reporting and assurance subject matter professionals.

Our ESG assurance delivery model is subject to our SoQM in accordance with ISQM 1.

## 3.4 Policies on applicable requirements, standards and laws

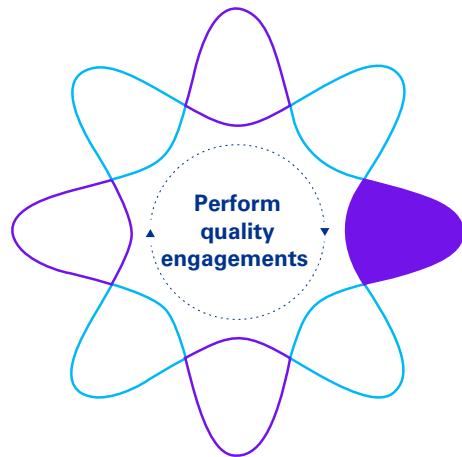
At our firm, all personnel are expected to adhere to KPMG International and our firm's policies and procedures, including independence policies, and are provided with a range of tools and guidance to support them. Our policies and procedures for audit and assurance engagements incorporate the relevant requirements of accounting, auditing, assurance, ethical, quality and risk management standards that are consistent with ISQM 1, and other relevant laws and regulations - Thai Standard on Quality Management (TSQM1).



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix





## 4. Embrace digital technology

- **KPMG Clara**
- **Intelligent, standards-driven audit and assurance workflows**
- **Digital data and emerging technologies**

At KPMG, we are anticipating the technologies that will shape our near future and are driving an ambitious innovation agenda. We continue to transform the audit and assurance experience for our professionals and clients. The alliances and leading technologies used across the KPMG global organization are enhancing quality by increasing our ability to identify and respond to the issues that matter.

### 4.1 KPMG Clara

An intelligent audit and assurance technology platform, KPMG Clara integrates new and emerging technologies, with advanced capabilities that leverage data science, audit automation and data visualization, and harnesses the power of artificial intelligence (AI). KPMG Clara enables new insights by helping auditors to see meaningful patterns across a business, whether conducting risk assessment, tracing transactions through a complex revenue process, or simply reconciling the accounts.

A fully digital approach is integral to how KPMG firms perform quality audit and assurance engagements and interact with their clients. Policies and guidance are in place to establish and maintain appropriate processes and controls regarding the development, evaluation and testing, deployment and support of technology in our audits.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

## 4.2 Intelligent, standards-driven audit and assurance workflows

As a scalable, intuitive cloud-based platform, KPMG Clara is driving globally consistent execution across all KPMG firms. It enables delivery of KPMG audit and assurance methodologies, through data-enabled workflows, which are aligned with the applicable standards, providing an empowered and seamless experience to auditors.

## 4.3 Digital data and emerging technologies

### Our vision of the future

The KPMG global organisation is committed to continuously evolving our approach to quality and, as a technology-driven organization, is harnessing innovative capabilities to deliver high quality services.

Fully deployed across KPMG firms, KPMG Clara is the global platform for KPMG Audit and empowers our auditors to offer deeper insights, fresh perspectives and improved audit and assurance quality to the entities we audit.

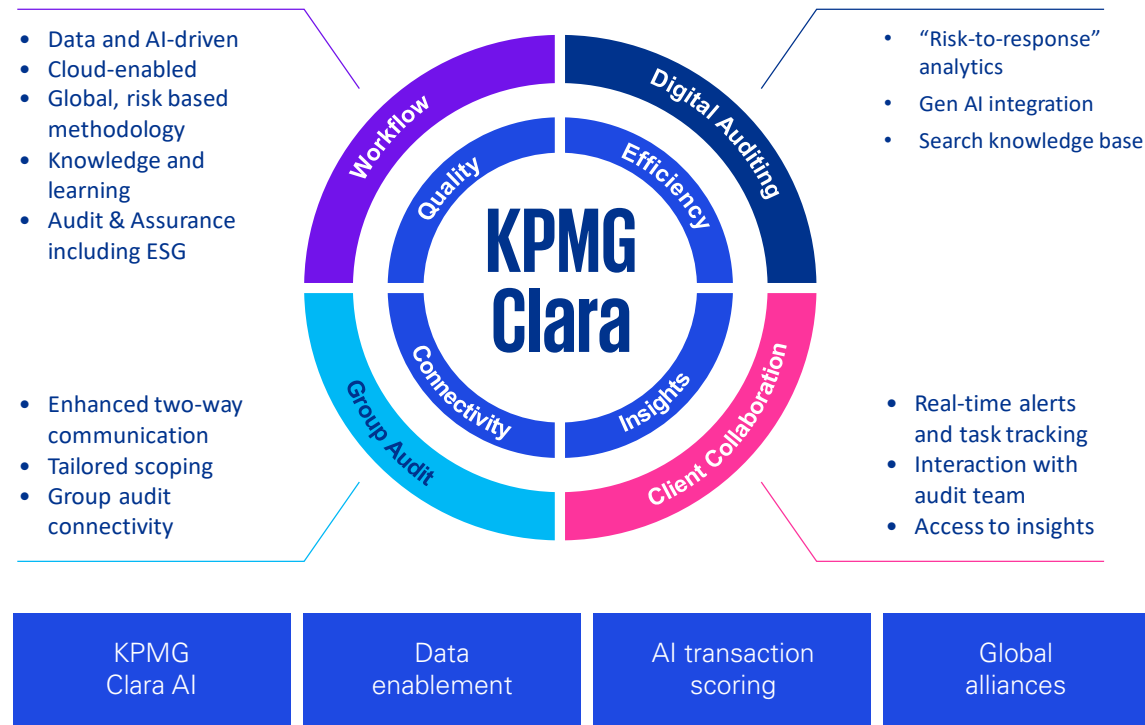
Signaling our commitment to continual innovation, enhancement, and further digitization of the audit, we use KPMG Clara as a future-ready platform that is ready to harness the innovations of today and tomorrow.

### 4.3.1 Client confidentiality, information security, and data privacy

The importance of maintaining client confidentiality is emphasized through a variety of mechanisms, including the KPMG Global Code of Conduct.

We have policies on information security, confidentiality, personal information and data privacy. We have a document retention policy concerning the retention period for audit documentation and other records relevant to an engagement in accordance with applicable laws, regulations, and professional standards.

KPMG provides training on confidentiality, information protection and data privacy requirements to all KPMG personnel annually.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

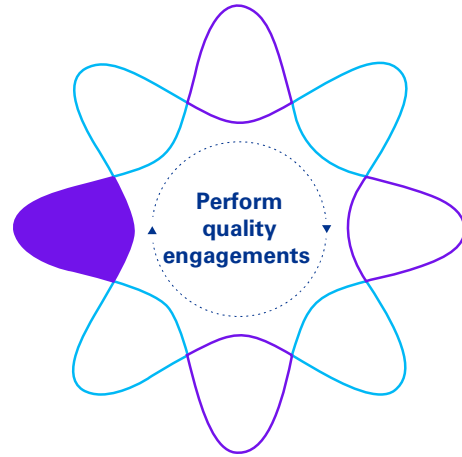
14. Statement on the effectiveness of the System of Quality Management

15. Appendix



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



## 5. Nurture diverse, skilled teams

- **Recruit appropriately qualified and skilled people with diversity of perspective and experience**
- **Assign appropriately qualified team**
- **Invest in data-centric skills – including AI solutions**
- **Focus learning and development on technical expertise, professional acumen and leadership skill**
- **Recognize quality**

Our people make the real difference and are instrumental in shaping the future of audit and assurance at KPMG. We put quality and integrity at the core of our practice. Our auditors have diverse skills and capabilities to address complex problems

### 5.1 Recruit appropriately qualified and skilled people, with diversity of specialist skills, perspective and experience

One of the key drivers of quality is ensuring that KPMG professionals have the appropriate skills and experience, motivation and purpose to deliver high-quality audit and assurance services. This requires the right recruitment, development, reward, promotion, retention and assignment of professionals.

### 5.1.1 Recruitment

We have invested in understanding how we can attract the talent we need now and in the future across our firm.

Our recruitment strategy is focused on drawing entry-level talent from a broad talent base, including working with established universities, colleges and business schools, but also working with secondary schools, helping build relationships with a younger, diverse talent pool at an early age. We also recruit experienced hires and partners.

All candidates apply and are employed following a variety of selection processes, which may include application screening, competency-based interviews, and ability testing, and qualification/reference checks. These leverage fair and job-related criteria to ensure that candidates possess the appropriate skills and experience to perform competently, are suitable and best placed for their roles.

We recruited over 170 new graduates in the year ended 30 September 2024 (2023: approximately 410).

Where individuals are recruited for senior grades, a formal independence discussion is conducted with them by the Ethics and Independence Partner or a delegate. We do not accept any confidential information belonging to the candidate's former firm/employer.

### 5.1.2 Inclusion, diversity and equity programs

Inclusion, Diversity and Equity (IDE) underpins the KPMG Value of 'Together' and is vital to inspiring confidence and empowering change — our Purpose.

Fostering a culture that welcomes everyone — without exception — requires purposeful work. KPMG International issues guidance on global best practices related to those areas where an evolved IDE focus can help make the greatest impact through the creation of an inclusive environment — including hiring, compensation, performance evaluation and promotions.

Engage. Educate. Empower was the theme of KPMG's Global IDE Super Summit for 2024 and thousands of colleagues joined the celebration of togetherness uniting the KPMG IDE communities and allies through a landmark global event, with more ways to learn from each other, join conversations and share ideas.

Learn more about the KPMG commitment to have an inclusive culture built on trust in the [KPMG International: Our Impact Plan](#).

### 5.1.3 Health and well-being

In our firm, we are committed to protecting the health of our people, both physically and mentally, and providing an environment of empathy and support that allows our people to thrive and deliver high-quality work to our clients.

Professional services can be a fast-paced and demanding environment, so we are focused on creating a culture where people can be open about their well-being — and reach out for support when they need it.

### 5.1.4 Reward and promotion

#### Reward

We have compensation and promotion policies that are informed by market data and are clear, simple, fair and linked to the performance review process. This helps our partners and employees understand what is expected of them, including audit quality accountabilities outlined in audit role profiles and the audit quality goal that are issued globally by KPMG International. The connection between performance and reward is achieved by assessing performance across a peer group to inform reward decisions.

Reward decisions are based on consideration of both personal and individual firm performance.

The extent to which our people feel their performance has been reflected in their reward is measured through the annual Global People Survey, with action plans developed as required.

#### Promotion

The results of performance evaluations directly affect the promotion and remuneration of partners and employees and, in some cases, their continued association with KPMG.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

## 5.2 Assign an appropriately qualified team

A critical driver of quality management is the selection of the engagement team to deliver effective and high-quality audit and assurance services. At KPMG, we have policies, procedures and controls in place to assign engagement partners and other professionals to a specific engagement on the basis of their skill sets, relevant professional and industry experience, and the nature of the assignment or engagement.

Function heads are responsible for the partner assignment process. Key considerations include partner experience and capacity – based on an annual partner portfolio review – to perform the engagement considering the size, complexity and risk profile of the engagement and the type of support to be provided (i.e. the engagement team composition and specialist involvement).

Audit engagement partners are responsible for determining that sufficient and appropriate resources to perform the engagement are assigned or made available to the engagement team in a timely manner, taking into account the nature and circumstances of the audit engagement, KPMG policies and procedures, professional standards and applicable legal and regulatory requirements and any changes that may arise during the engagement. This may include involving specialists from our own firm, other KPMG firms or external experts.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement partner's considerations may include the following:

- Understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation;
- Understanding of professional standards and legal and regulatory requirements;
- Appropriate technical skills, including those related to relevant information technology and specialized areas of accounting or auditing;
- Knowledge of relevant industries in which the client operates;
- Ability to apply professional skepticism;
- Understanding of KPMG's quality control policies and procedures; Quality Performance Review (QPR) results and results of regulatory inspections.

## 5.3 Audit role profiles to drive quality

Driving a consistent approach to accountability for audit quality, we have a set of role profiles, issued by KPMG International, articulating the technical and behavioral competencies, and individual levels of accountability for contributing to audit quality and the SoQM. The role profiles offer KPMG personnel involved in audit delivery a clear articulation of their role and are updated annually to support the focus on continuous improvement. To connect the role profiles to goal setting, a mandatory audit quality goal is in place for those covered by the role profiles.

## 5.4 Invest in data centric skills – including advanced AI solutions

The KPMG organization is strategically investing in prospective talent by partnering with world-class institutions to sustain strong leadership, while also looking forward to cultivating the skills and capabilities that will be needed in the future.

In 2024, KPMG organization-wide AI training programs, '24 hours of AI,' were held, where every hour on the hour, colleagues from around the globe took the opportunity to learn about the latest KPMG global AI tools and the advanced AI solutions that have been tailored for Audit and Assurance, Tax and Advisory functions; to take part in practical 'prompt crafting' workshops to improve AI skills; and to be upskilled on KPMG's principles for responsible use of AI.

In our firm, we are recruiting and training professionals who specialize in software, cloud capabilities and AI and who can bring leading technology capabilities to the smart audit and assurance platform that we use. We provide training on a wide range of technologies to help ensure that field professionals not only meet the highest professional standards but are also educated in new technology. With this approach we are bringing together the right people with the right skills and the right technology to perform exceptional audits.



## 5.5 Focused learning and development on technical expertise, professional acumen, and leadership skills

### 5.5.1 Commitment to technical excellence and quality service delivery

All our professionals are provided with the technical training and support they need to perform their roles. This includes access to internal specialists and the professional practice department for consultation. Where the right resource is not available in our firm, we access a network of highly skilled KPMG professionals in other KPMG firms.

At the same time, policies require all KPMG audit and assurance professionals to have the appropriate knowledge and experience for their assigned engagements.

### 5.5.2 Lifetime learning strategy

In our firm, we are committed to developing a culture of continuous learning in line with our desire to provide access to learning for a lifetime — where KPMG partners and employees can continually enhance their competencies and skills through functional, ethical and accelerated learning. With a focus on enabling excellence, our continuous learning culture helps our people make the difference for both clients and themselves.

#### Formal training

Rapid advances in technology have made education and reskilling more important than ever. Providing our people with opportunities to learn and develop their careers is a key pillar of KPMG's Global People strategy.

Annual training priorities for development and delivery are identified by the Audit Learning and Development groups at global, regional and, where applicable, KPMG firm level.

Minimum learning requirements for audit professionals across the KPMG organization are established annually. Training is delivered using a blend of learning approaches and performance support.

#### Mentoring and on-the-job coaching

Learning is not confined to a single approach — rich learning experiences are available when needed through coaching and just-in-time learning and aligned with job-specific role profiles and learning paths.

Mentoring and on-the-job experience play key roles in developing the personal qualities important for a successful career in auditing, including professional judgment, technical excellence and instinct.

We support a continuous learning environment where KPMG partners and employees contribute to building the team capacity, coaching other team members and sharing experiences.

## 5.6 Recognize quality

### 5.6.1 Personal development

Our approach to performance development, 'Open Performance Development', is built around the 'Everyone a Leader' performance principles which are supplemented by the global audit technical core competencies to provide a holistic view of

expectations. The performance development approach includes:

- Audit role profiles (including role profiles specific to audit quality accountabilities and responsibilities);
- A goal library (including a mandatory audit quality goal applicable to everyone covered by the audit role profiles and additional optional audit quality content);
- Standardized review forms (with provision for audit quality ratings).

Open Performance Development is linked to the KPMG Values and designed to articulate what is required for success — both individually and collectively. We know that by being clear and consistent about the behaviors and competencies we expect and rewarding those who demonstrate them, we will continue to drive a relentless focus on quality.

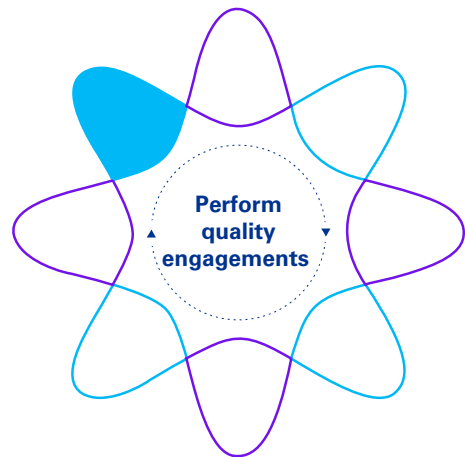
At the same time, we are driving a shift in our performance-driven culture, supported by and enacted through leading technology made available by KPMG International that allows us to embed audit quality into the assessment of performance and the decisions around reward, as well as drive consistency across the global organization.

We consider quality and compliance metrics in the overall performance assessment, promotion and remuneration of partners, directors and managers. These evaluations are conducted by performance managers and partners who are able to assess performance.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



## 6. Associate with the right clients and engagements

- **Global client acceptance and continuance policies**
- **Accept appropriate clients and engagements**
- **Manage portfolio of clients**

Rigorous global client and engagement acceptance and continuance policies are vital to being able to provide high-quality professional services.

### 6.1 Global client and engagement acceptance and continuance policies

KPMG International's global client and engagement acceptance and continuance policies and processes are designed to help KPMG firms identify and evaluate potential risks prior to accepting or continuing a client relationship or performing a specific engagement.

KPMG firms evaluate whether to accept or continue a client relationship or perform a specific engagement. Where client/engagement acceptance (or continuance) decisions pose significant risks, additional approvals are required.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams

### 6. Associate with the right clients and engagements

7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

## 6.2 Accept appropriate clients and engagements

### 6.2.1 Client evaluation

Our evaluation of a prospective client includes an assessment of the client's risk profile and background information on the client, its key management, directors and owners. If necessary, the evaluation includes obtaining and assessing additional information required to satisfy applicable legal/ regulatory requirements.

### 6.2.2 Engagement evaluation

We consider a range of factors when we are evaluating each prospective engagement including:

- Potential independence and conflict of interest issues,
- Intended purpose and use of engagement deliverables,
- Public perception,
- Whether the services would be unethical or inconsistent with our Values.

In addition, the evaluation of an audit engagement includes an assessment of the competence of the client's financial management team and the skills and experience of KPMG professionals. Where we are providing audit services for the

first time, additional independence evaluation procedures are performed, including a review of any non-audit services provided to the client and of other relevant business, financial and personal relationships.

Similar independence evaluations are performed when an existing audit client becomes a public interest entity or additional independence restrictions apply following a change in the circumstances of the client.

Any potential independence or conflict of interest issues are required to be documented and resolved prior to acceptance.

A prospective client or engagement will be declined if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional standards and our policies, or if there are other quality and risk issues that cannot be appropriately mitigated

### 6.2.3 Continuance process

We undertake an annual re-evaluation of all audit clients to identify risks in relation to continuing our association and mitigating procedures that need to be put in place.

In addition, clients and engagements are required to be re-evaluated if there is an indication that there may be a change to the risk profile.

### 6.2.4 Withdrawal process

When we come to a preliminary conclusion that indicates we should withdraw from an engagement or client relationship, we must consult internally and identify any required legal, professional and regulatory responsibilities with respect to that relationship. We also consider further communications with those charged with governance and any other appropriate authority as required under its professional obligations.

## 6.3 Manage portfolio of clients

We have policies and procedures to enable our firm to monitor the workload and availability of engagement partners, managers and staff and personnel to provide sufficient time to complete their responsibilities.

Our firm's engagement partners are responsible for determining that members of the engagement team collectively have the appropriate competence and capabilities, including sufficient time, to successfully perform the engagement in accordance with professional standards and regulatory and legal requirements. See section 5.2 Assigning an appropriately qualified team for more information.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

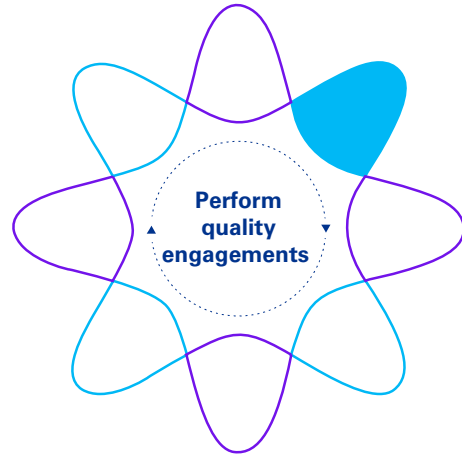


Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements

## 7. Be independent and ethical

8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



# 7. Be independent and ethical

- **Act with integrity and live our Values**
- **Maintain an objective, independent and ethical mindset, in line with our code of conduct and policies**
- **Have zero tolerance of bribery and corruption**

Auditor independence is a cornerstone of international professional standards and regulatory requirements.

## 7.1 Act with integrity and live our Values

We know that trust is earned by doing the right thing. We are committed to the highest standards of professional behavior throughout our firm in everything we do. Ethics and integrity are core to who we are. Within our [Global Code of Conduct](#), we outline the responsibilities KPMG people have to each other, our clients and the public. It shows how our Values inspire our greatest aspirations and guide our behaviors and actions. At our firm, we provide annual training to all partners and employees on the Global Code of Conduct, anti-bribery and corruption, and compliance with laws, regulations and professional standards.

KPMG’s ethical decision-making framework CARE (Consider, Assess, Respond, Evolve) is centered on building and reinforcing trust, and supports our Purpose, Values and Code of Conduct. A model shared across the organization, CARE helps our people to make ethical decisions, especially when faced with a challenging situation or ethical dilemma, and it also reminds them that they do not have to make these decisions alone.

**CARE**  
Ethical decision-making framework



Source: KPMG International OIP

**7.2 Maintain an objective, independent and ethical mindset**

KPMG International’s independence policies and procedures incorporate the IESBA Code of Ethics, covering areas such as firm and personal independence, firm financial relationships, employment relationships, partner rotation and approval of audit and non-audit services.

Policies are supplemented to help ensure compliance with the standards issued by Thailand Federation of Accounting Professions (TFAC) and those of other applicable regulatory bodies.

Our Ethics and Independence Partner (EIP) is responsible for communicating and implementing KPMG policies and procedures and ensuring that any additional local independence policies and procedures are established and effectively implemented.

Automated tools identify potential independence and conflict of interest issues and facilitate compliance with these requirements. KPMG firm compliance with independence requirements is part of the [KPMG Quality & Compliance Evaluation \(KQCE\) program](#).

**7.2.1 Personal financial independence**

KPMG firms and KPMG personnel are required to be free from prohibited financial interests in, and prohibited financial relationships with, KPMG firm audit and assurance clients (by definition, ‘audit client’ includes its related entities or affiliates), their management, directors and, where required, significant owners. All KPMG partners — irrespective of their firm or function — are generally prohibited from owning securities of any audit client of any KPMG firm.

KPMG firms use a web-based independence compliance system to assist KPMG professionals in complying with personal independence investment policies. The system facilitates monitoring by identifying and reporting impermissible investments and other non-compliant activity (i.e. late reporting of an investment acquisition).

We monitor partner and manager compliance with this requirement as part of our program of independence compliance audits of professionals. KPMG International provides guidance and required procedures relating to the audit and inspection by KPMG firms of personal compliance with KPMG independence policies. This includes sample criteria including the minimum number of professionals to be audited annually.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements

**7. Be independent and ethical**

8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix





Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements

## 7. Be independent and ethical

8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

## 7.2.2 Employment relationships

Any KPMG professional providing services to an audit or assurance client irrespective of function is required to notify the firm EIP if they intend to enter into employment negotiations with that client. For partners, this extends to any audit client of any KPMG firm that is a public interest entity. Specific prohibitions and, in some instances, cooling off periods apply to accepting certain roles at audit and assurance clients.

## 7.2.3 Firm financial independence

KPMG firms are also required to be free from prohibited interests in, and prohibited relationships with, audit clients, their management, directors and, where required, significant owners.

KPMG's independence compliance system records direct and material indirect investments in listed entities and funds (or similar investment vehicles) as well as in non-listed entities and funds. This includes investments held in associated pension and employee benefit plans.

KPMG firms' borrowing and capital financing relationships, as well as custodial, trust and brokerage accounts that hold member firm assets must also be recorded.

On an annual basis, we confirm compliance with independence requirements as part of [the KQCE program](#).

## 7.2.4 Business relationships/suppliers

We have policies and procedures in place to ensure our business relationships with audit and assurance clients are maintained in accordance with the IESBA Code of Ethics and other applicable independence requirements, such as those promulgated by Thailand SEC.

## 7.2.5 Business acquisitions, admissions and investments (if applicable)

Any acquisition of, or investment in, a business requires sufficient due diligence procedures to identify and address any potential independence and risk management issues prior to closing the transaction. Specific consultations with KPMG International are required to enable independence and other issues to be addressed when integrating the business into the wider global organization.

## 7.2.6 Independence training and confirmations

All KPMG partners and client-facing professionals, as well as certain other individuals, are required to complete independence training upon joining KPMG and on an annual basis thereafter and must sign an annual confirmation of compliance.

## 7.2.7 Non-audit services

All KPMG firms have agreed, at a minimum, to comply with the IESBA Code of Ethics and applicable laws and regulations related to the scope of services that can be provided to audit clients.

KPMG's mandatory conflicts and independence checking system supports our compliance with independence requirements. Certain information on all prospective engagements, including detailed service descriptions, deliverables and estimated fees, are required to be entered as part of the engagement acceptance process. When the engagement is for an audit client, an evaluation of potential independence threats and safeguards is also required to be included in the submission.

Lead audit engagement partners are required to maintain group structures for their public interest entity and certain other audit clients including their related entities/affiliates. They are also responsible for identifying and evaluating any independence threats that may arise from the provision of a proposed non-audit service and the safeguards available to address those threats.

KPMG firms are prohibited from evaluating or compensating audit partners on selling non-audit services to their audit clients.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements

## 7. Be independent and ethical

8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

## 7.2.8 Fee dependency

KPMG firms have agreed to consult with their Regional Risk Management Partner where total fees from a public interest entity audit client are expected to exceed 10 percent of the annual fee income of the KPMG firm for two consecutive years. If the total fees from a public interest entity audit client and its related entities were to represent more than 15 percent of the total fees received by a particular KPMG firm in a single year, this would be disclosed to those charged with governance at the audit client. Where the total fees continued to exceed 15 percent for two consecutive years, we would engage a partner from another KPMG firm as the EQC reviewer and the fee dependency would be publicly disclosed.

## 7.2.9 Avoiding conflicts of interest

All KPMG firms and personnel are responsible for identifying and managing conflicts of interest, which are circumstances or situations that have, or may be perceived to have, an impact on a firm's and/or its partners' or employees' ability to be objective or otherwise act without bias.

KPMG firms use the mandatory conflicts and independence checking system for potential conflict identification so that these can be addressed in accordance with legal and professional requirements.

KPMG personnel and KPMG firms are prohibited from offering or accepting inducements, including gifts and hospitality to or from audit and assurance clients, unless the value is trivial and inconsequential.

## 7.2.10 Independence breaches

KPMG personnel are required to report an independence breach to our firm's EIP as soon as they become aware of it. Breaches of independence requirements of the IESBA Code of Ethics or other external independence requirements are required to be reported to those charged with governance as soon as possible, except where alternative timing for less significant breaches has been agreed with those charged with governance.

We have a disciplinary policy in relation to breaches of independence policies, incorporating incremental sanctions reflecting the seriousness of any violations.

## 7.2.11 Partner and firm rotation

### Partner rotation

Our partners are subject to periodic rotation of their responsibilities for audit clients. Requirements place limits on the number of consecutive years that partners in certain roles may provide audit services to a client, followed by a 'time-out' period during which time these partners are restricted in the roles they can perform.

### Firm rotation

In certain jurisdictions, KPMG firms are only permitted to act as an auditor for a specific audit client for a defined period of time and then are not to act as auditor for that client for a specified period of time thereafter. KPMG firms in these jurisdictions are required to have processes in place to track and manage compliance with audit firm rotation requirements.

## 7.3 Have zero tolerance of bribery and corruption

We have zero tolerance of bribery and corruption.

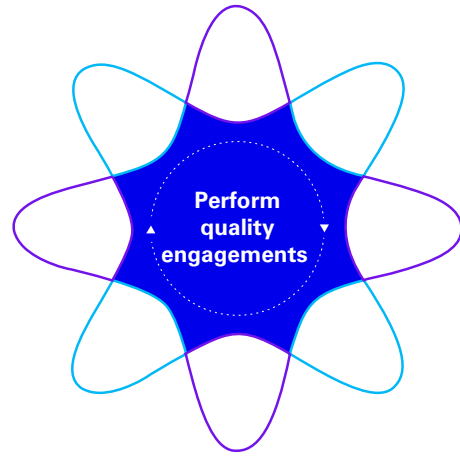
KPMG firms' partners and employees are required to take training covering compliance with laws, regulations and professional standards relating to anti-bribery and corruption, including the reporting of suspected or actual non-compliance.

Further information on KPMG International's anti-bribery and corruption policies can be found on the [anti-bribery and corruption site](#).



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
- 8. Perform quality engagements**
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix



## 8. Perform quality engagements

- **Consult when appropriate**
- **Critically assess audit evidence, using professional judgment and skepticism**
- **Direct, coach, supervise and review**
- **Appropriately support and document conclusions**

How an audit is conducted is as important as the result. Everyone at KPMG is expected to demonstrate behaviors consistent with our Values and follow all policies and procedures in the performance of effective and efficient audits.

### 8.1 Consult when appropriate

#### 8.1.1 Encouraging a culture of consultation

KPMG encourages a culture of consultation that supports engagement teams in KPMG firms throughout their decision-making processes and is a fundamental contributor to audit and assurance quality. In our firm, engagement teams are required to consult within their firm when difficult or contentious matters arise on an engagement.



Message from the Country Senior Partner

- 1. A system of quality management that sustains audit and assurance quality
- 2. Live by our Values-driven culture
- 3. Apply expertise and knowledge
- 4. Embrace digital technology
- 5. Nurture diverse skilled teams
- 6. Associate with the right clients and engagements
- 7. Be independent and ethical

8. Perform quality engagements

- 9. Assess risks to quality
- 10. Monitor and remediate
- 11. Communicate effectively
- 12. Partner remuneration
- 13. Network arrangements
- 14. Statement on the effectiveness of the System of Quality Management
- 15. Appendix

To help with this, our firm has established protocols for consultation and documentation of significant matters, including procedures to facilitate resolution of differences of opinion on engagement issues. In addition, KPMG audit, assurance, reporting and risk management manuals also include specific consultations on certain matters.

8.1.2 Technical consultation and global resources

Technical accounting, auditing and assurance support is available to all KPMG firms through a number of subject matter expert global teams.

Global Audit Methodology Group (GAMG)

Develops the KPMG organisation’s audit and assurance methodology based on the requirements of the applicable audit and assurance standards of the IAASB, PCAOB, and AICPA.

KPMG Global Solutions Group (KGSG)

Develops and deploys global audit and assurance solutions, including new technology and automation innovations.

The GAMG and KGSG teams bring diverse experience and innovative ways of thinking to further evolve KPMG firms’ audit and assurance capabilities.

International Standards Group (ISG)

Develops global guidance to promote consistency of interpretation of IFRS Accounting Standards and IFRS Sustainability Disclosure Standards by KPMG firms, and to promote a consistent response to emerging accounting and audit issues.

PCAOB Standards Group (PSG)

Promotes consistency in the interpretation of PCAOB auditing standards in KPMG firms’ audits of non-US components and foreign private issuers and non-US components of SEC issuers, as defined by SEC regulations. The PSG also provides input into the development of training for auditors who work on PCAOB audit engagements and, where practicable, facilitates delivery of such training.

Member firm professional practice resources

Provide consultation support on auditing and technical accounting matters to their audit professionals involving regional or global teams when required.

8.2 Critically assess audit evidence using professional judgment and skepticism

On all KPMG audits, the nature and extent of the audit evidence we gather is responsive to the assessed risks. We consider all relevant audit evidence obtained during the course of the audit, including contradictory or inconsistent audit evidence. Each team member needs to exercise professional judgement and maintain professional skepticism throughout the audit engagement. Professional skepticism involves a questioning mind and remaining alert to contradictory, or inconsistencies in, audit evidence. Professional judgment encompasses the need to be aware of and alert to biases that may pose threats to sound judgments.

8.3 Direct, coach, supervise and review

8.3.1 Embedding ongoing coaching, supervision and review

We promote a coaching culture as part of enabling our professionals to achieve their full potential. Coaching fundamentals are embedded in the audit training curriculum, and we support a continuous learning environment where KPMG partners and professionals contribute to building the capacity of the team, coaching other team members and sharing experiences while directing, supervising and reviewing their work.

### 8.3.2 Engagement quality control (EQC)

The EQC review is an important part of our approach to quality management. We have agreed to appoint an EQC reviewer for each audit engagement, including any related review(s) of interim financial information, of all listed entities, non-listed entities with a high public profile, engagements that require an EQC review under applicable laws or regulations, and other engagements, including certain assurance engagements, as designated by our RMP or our Head of Audit.

An EQC review is an objective evaluation of the significant judgments made by the engagement team and its related conclusions, performed by the EQC reviewer, and completed on or before the date of the report. The EQC reviewer's evaluation of significant judgements includes an evaluation of the engagement team's assessment of significant risks, including fraud risks, the related responses and whether the related conclusions are appropriate. The EQC review is completed only after the EQC reviewer is satisfied that all significant matters they raised have been resolved.

### 8.4 Appropriately support and document conclusions

#### 8.4.1 Reporting

Engagement leaders form all opinions and conclusions for audit, assurance and review engagements based on the work performed and evidence obtained. In preparing auditors' and assurance reports, engagement leaders have access to reporting guidance and technical support through consultations with our Department of Professional Practice, especially where there are significant matters to be reported to users of the auditors' report (e.g. a modification to the opinion or the inclusion of an 'emphasis of matter' or 'other matter' paragraph).

### 8.4.2 Engagement documentation

Our firm's audit documentation is completed and assembled in accordance with KPMG International policy and applicable auditing standards. We have implemented safeguards to protect the confidentiality and integrity of client and firm information and we have reduced the time period permitted to assemble audit documentation.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
- 8. Perform quality engagements**
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix





Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements

## 9. Assess risks to quality

10. Monitor and remediate

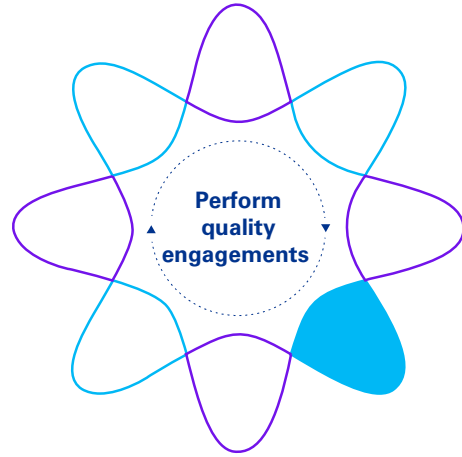
11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



# 9. Assess risks to quality

## Identify and understand risks to quality and implement effective responses

The quality of KPMG audit and assurance services rests on the foundational SoQM and our approach to ISQM 1 emphasizes consistency and robustness of controls within our processes.

### 9.1 Identifying risks to quality and implement effective responses

KPMG International performs an annual iterative risk assessment process (I-RAP) to determine the baseline expected quality objectives, quality risks, process risk points and controls (responses to those risks) that all KPMG firms agree to adopt. In recognition that we are responsible for our SoQM being in compliance with ISQM 1, we also perform our own annual I-RAP, taking into account our firm's facts and circumstances in determining whether there are any incremental quality objectives, quality risks, process risk points or responses to those risks, including controls.

This consistent global approach:

- Sets the minimum controls to be implemented within all KPMG firms' SoQM processes in response to globally identified risks to meeting SoQM quality objectives.
- Defines the SoQM methodology used by KPMG firms in their annual SoQM evaluation to evaluate whether the SoQM controls are operating effectively and whether the SoQM objectives have been achieved.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

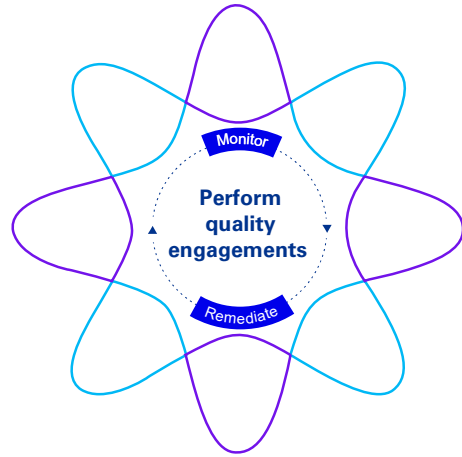
11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



# 10. Monitor and remediate

- **Rigorously monitor and measure quality**
- **Obtain evaluations and act on stakeholder feedback**
- **Perform root cause analysis and design and implement remedial action plans**

Integrated quality monitoring and compliance programs enable KPMG firms to identify quality deficiencies, perform root cause analysis and develop, implement, and report remedial action plans, both in respect of individual audit engagements and the overall SoQM.

## 10.1 Rigorously monitor and measure quality

### 10.1.1 Commitment to continuous improvement

KPMG firms have committed to continually improving the quality, consistency and efficiency of their audits. The quality monitoring and compliance programs are globally consistent in their approach across all KPMG firms, including the nature and extent of testing and reporting. In our firm, we compare the results of our internal monitoring programs with the results of any external inspection programs and take appropriate action.

### 10.1.2 Internal monitoring and compliance programs

KPMG firms have agreed to use quality monitoring and compliance programs that are developed by KPMG International to identify quality issues, perform root cause analysis and develop remedial action plans, both for individual audits and for their overall SoQM.

The programs evaluate:

- Engagement performance in compliance with the applicable professional standards, applicable laws and regulations and key KPMG International policies and procedures.
- Our firm's compliance with KPMG International key policies and procedures and the relevance, adequacy and effective operation of key quality control policies and procedures.

The internal monitoring and compliance programs also contribute to the evaluation of our SoQM operating effectiveness. These programs include:

- Audit Quality Performance Review (QPR)
- KPMG Quality & Compliance Evaluation (KQCE)
- Global Quality & Compliance Review (GQCR)

The results of the integrated monitoring and compliance programs are communicated and we establish action plans to make improvements where needed. Results are also considered by KPMG International.

#### Audit Quality Performance Reviews (QPR) program

The Audit QPR program assesses engagement-level performance and identifies opportunities to improve engagement quality.

##### Risk-based approach

Each engagement leader is reviewed at least once in a four-year cycle. A risk-based approach is used to select engagements.

The Audit QPR Program is designed by Global Quality & Risk Management. We conduct the annual QPR program in accordance with KPMG International QPR instructions which promote consistency across the KPMG organization. Responsibility for the QPR Program lies with our firm's Risk Management Partner. Reviews are overseen by an independent experienced lead reviewer from another KPMG firm. QPR results are reported to KPMG International.

##### Evaluations from Audit QPR

Across the global organization, consistent criteria are used to determine engagement ratings and KPMG firm Audit practice evaluations.

Audit engagements selected for review are rated as 'Compliant', 'Compliant- Improvement Needed' or 'Not Compliant'.

#### KPMG Quality & Compliance Evaluation (KQCE) program

The KQCE program encompasses the testing and evaluation requirements of a KPMG firm's SoQM, which are necessary to support their compliance with ISQM 1, and compliance with quality and risk management policies. KQCE program requirements are to be completed by all KPMG firms.

The annual KQCE program covers the period from 1 October to 30 September and helps support our conclusion on the operating effectiveness of our SoQM as of 30 September and compliance with quality and risk management policies.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality

#### 10. Monitor and remediate

11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

## Global Quality & Compliance Review (GQCR) program

The GQCR program is a KPMG International monitoring program. The objective of the GQCR program is to assess a firm's compliance with selected KPMG International policies, including those related to governance and SoQM.

Firms are selected for review using a risk-based approach, which considers a number of factors, including financial conditions, country risks, results of monitoring programs and people surveys, with each firm subject to a GQCR at least once in a four-year cycle.

The GQCR team comprises partners and managers who are independent of the firm subject to review.

## Internal monitoring and compliance program reporting

Findings from the monitoring and compliance programs are disseminated to our professionals through written communications, internal training tools, and periodic meetings with leadership.

Findings are also emphasized in subsequent monitoring and compliance programs to gauge the extent of continuous improvement.

Lead audit engagement partners are notified of Audit QPR not compliant ratings if relevant to their respective cross-border engagements.

## Remediation and monitoring

In our firm, we develop remedial action plans to respond to findings identified through our monitoring and compliance programs. Progress on action plans is monitored and results are reported, as appropriate, to regional and global leadership.

## 10.2 Obtain, evaluate and act on stakeholder feedback

### 10.2.1 Regulators

In 2023, the Securities and Exchange Commission of Thailand completed its inspection of our firm on 27 June 2023. The public report on the inspection was released on 13 September 2024 and is available with our response on the Securities and Exchange Commission of Thailand website.

The external inspections identify any issues that have a material impact on the conduct of our statutory audit business.

We also complete our registration with the US PCAOB in 2023 and have not yet been inspected by the US PCAOB.

KPMG International has regular two-way communication with the International Forum of Independent Audit Regulators (IFIAR), principally through IFIAR's Global Audit Quality Working Group (GAQWG), to discuss thematic audit

quality issues along with targeted strategies for improvement. We value the open, honest and transparent dialogue that IFIAR facilitates on global audit quality issues.

Every KPMG firm is expected to maintain professional and respectful relationships with applicable regulators, including proactively engaging, responding to questions in a timely manner and taking appropriate remedial actions.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

### 10.2.2 Client feedback

We proactively seek feedback from clients through in-person conversations and third-party surveys to monitor their satisfaction with services delivered.

### 10.2.3 Monitoring of complaints

We have procedures in place for monitoring and addressing complaints received relating to the quality of our work. These procedures are detailed on our [operating firms’s website](#).

## 10.3 Perform root cause analysis and design and implement remedial action plans

In our firm, our SoQM provides the foundation for consistent delivery of quality engagements and our Root Cause Analysis (RCA) program is an integral element of the monitoring and remediation component of the SoQM, driving enhancements to audit quality. Leveraging inputs from internal monitoring programs, external inspections and other activities, we identify audit quality issues and undertake root cause analysis corresponding to the nature and severity of the issues. We continue to strengthen our root cause analysis process and have designed our RCA program in accordance with globally consistent RCA training materials and KPMG International’s RCA guide.

We design and implement remedial actions that respond to the identified root causes of the audit quality issues and subsequently monitor the effectiveness of such actions. The RCA remedial action plans and monitoring results are reported to regional and global leadership.

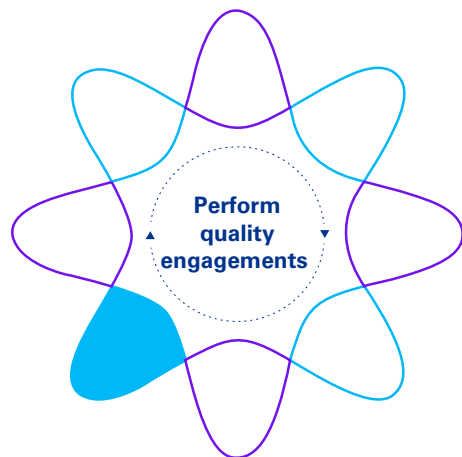
Our Head of Audit and Assurance is responsible for audit quality, including the remediation of audit quality issues. Our firm’s RMP monitors the remediation plans’ implementation.



Message from the Country Senior Partner

- 1. A system of quality management that sustains audit and assurance quality
- 2. Live by our Values-driven culture
- 3. Apply expertise and knowledge
- 4. Embrace digital technology
- 5. Nurture diverse skilled teams
- 6. Associate with the right clients and engagements
- 7. Be independent and ethical
- 8. Perform quality engagements
- 9. Assess risks to quality
- 10. Monitor and remediate
- 11. Communicate effectively
- 12. Partner remuneration
- 13. Network arrangements
- 14. Statement on the effectiveness of the System of Quality Management
- 15. Appendix





# 11. Communicate effectively

- **Provide insights, and maintain open and honest two-way communications**
- **Conduct and follow-up on the Global People Survey**

We recognize that another important contributor to upholding audit and assurance quality is to obtain and promptly act upon feedback from key stakeholders.

## 11.1 Provide insights, and maintain open and honest two-way communication

### Communications with those charged with governance

We stress the importance of keeping those charged with governance informed of issues arising throughout the audit through guidance and supporting resources. We achieve this through a combination of reports and presentations, attendance at Audit Committee or board meetings, and ongoing discussions with management and members of the Audit Committee.

The role of Audit Committees is key in supporting quality auditing by overseeing the relationship between company and auditor and challenging what auditors do and how they do it.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

## Audit Committee Institute

In recognition of the demanding and important role that Audit Committees play for the capital markets and of the challenges that they face in meeting their responsibilities, the Audit Committee Institute (ACI) aims to help audit committee members enhance their commitment and ability to implement effective audit committee processes.

Further details and insights on the ACI are available [here](#).

## Global IFRS Institute

The KPMG [Global IFRS Institute](#) provides information and resources to help Board and Audit Committee members, executives, management, stakeholders and government representatives gain insight and access thought leadership about the evolving global financial and sustainability reporting frameworks.

## 11.2 Conduct and follow up on the Global People Survey (GPS)

Only with engaged, talented people can we deliver audits in line with our audit quality expectations. Annually, our personnel are invited to participate in KPMG's Global People Survey

(GPS) to share their perception on their experience of working at KPMG. Results can be analyzed by several factors, including functional or geographic area, grade and gender to provide additional focus for action.

Through the GPS, our firm measures our people's engagement and gains additional insight about what drives engagement for KPMG people. The GPS includes specific audit quality questions for those individuals who participated in an audit in the previous 12 months, giving us a particular data set for audit quality-related matters.

The survey also provides our leadership and KPMG International leadership with insights related to quality and risk behaviors, audit quality, upholding the KPMG Values, and employee and partner attitudes to quality, leadership and tone at the top.

We participate in the GPS, monitor results and take appropriate actions to communicate and respond to the findings of the survey. The results of the GPS, and the appropriate follow-up actions, are also aggregated for the entire global organization and are presented to the Global Board each year.

Audit-specific analysis of GPS results is also undertaken, with a particular focus on audit quality. Results and key themes are presented

to the Global Audit Steering Group on an annual basis for consideration of appropriate remedial action, if needed. A global GPS action plan for audit is also communicated annually.



### Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

# 12. Partner remuneration

## Partners' profit share

Partner remuneration is determined annually by our Compensation Committee. There are two elements to partner remuneration: a base component reflective of role and seniority, and a performance-related bonus, rewarding performance against previously agreed goals, including audit quality. Compensation is based on a number of factors including results of internal and external inspections, risk management and independence monitoring, leadership, excellence in client service, delivering on our strategy, coaching and developing staff, and living the values of the firm.



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

# 13. Network arrangements

- Legal structure
- Responsibilities of KPMG firms
- Professional Indemnity Insurance
- Governance structure

## 13.1 Legal structure

In many parts of the world, regulated businesses (such as audit and legal firms) are required by law to be locally owned and independent. KPMG member firms do not, and cannot, operate as a multinational corporate entity. KPMG member firms are generally locally owned and managed. Each KPMG member firm is responsible for its own obligations and liabilities. KPMG International and other member firms are not responsible for a member firm's obligations or liabilities.

Member firms may consist of more than one separate legal entity. If this is the case, each separate legal entity will be responsible only for its own obligations and liabilities, unless it has expressly agreed otherwise.

Our firm and all other KPMG firms are party to membership and associated documents, the key impact of which is that all KPMG member firms in the KPMG global organization are members in, or have other legal connections to, KPMG International Limited, an English private company limited by guarantee.

KPMG International Limited acts as the coordinating entity for the overall benefit of the KPMG member firms. It does not provide professional services, directly or indirectly, to clients. Professional services to clients are exclusively provided by member firms.

Each firm is part of one of three regions (the Americas, ASPAC and EMA). Each region has a Regional Board comprising a regional chairman, regional chief operating officer, representation from any sub-regions, and other members as appropriate. Each Regional Board focuses specifically on the needs of member firms within its region and assists in implementing KPMG International's policies and processes within the region.

KPMG is the registered trademark of KPMG International and is the name by which the member firms are commonly known. The rights of member firms to use the KPMG name and marks are contained within agreements with KPMG International. KPMG International and the KPMG member firms are not a global partnership, single firm, multinational corporation, joint



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix



Message from the Country Senior Partner

- 1. A system of quality management that sustains audit and assurance quality
- 2. Live by our Values-driven culture
- 3. Apply expertise and knowledge
- 4. Embrace digital technology
- 5. Nurture diverse skilled teams
- 6. Associate with the right clients and engagements
- 7. Be independent and ethical
- 8. Perform quality engagements
- 9. Assess risks to quality
- 10. Monitor and remediate
- 11. Communicate effectively
- 12. Partner remuneration

13. Network arrangements

- 14. Statement on the effectiveness of the System of Quality Management
- 15. Appendix

venture, or in a principal or agent relationship or partnership with each other. No member firm has any authority to obligate or bind KPMG International, any of its related entities or any other member firm vis-à-vis third parties, nor does KPMG International or any of its related entities have any such authority to obligate or bind any member firm.

Further details on the revised legal and governance arrangements for the KPMG global organization can be found on the [About Us](#) page of kpmg.com.

13.2 Responsibilities of KPMG firms

Member firms have agreed with KPMG International to comply with KPMG International’s policies, including quality standards governing how they operate and how they provide services to clients to compete effectively. This includes having a firm structure that ensures continuity and stability and being able to adopt global strategies, share resources (incoming and outgoing), service multi-national clients, manage risk, and deploy global methodologies and tools.

Each KPMG firm takes responsibility for its management and the quality of its work. Member firms commit to a common set of KPMG Values.

A firm’s status as a KPMG member firm and its participation in the KPMG global organization may be terminated if, among other things, it has not complied with the policies set by KPMG International or any of its agreements with KPMG International.

13.3 Professional Indemnity Insurance

Insurance cover is maintained in respect of professional negligence claims. The cover provides a territorial coverage on a worldwide basis.

13.4 Governance structure

KPMG International’s governance bodies are comprised of the Global Council, the Global Board (including its committees), the Global Management Team and the Global Steering Groups.

Global Council

The Global Council focuses on high-level governance tasks and provides a forum for open discussion and communication among member firms. Among other things, the Global Council elects the Global Chairman and approves the appointment of Global Board members. It includes representation from 52 KPMG member firms.

Global Board

The Global Board is the principal governance and oversight body of KPMG International. The key responsibilities of the Global Board include approving global strategy, protecting and enhancing the KPMG brand and reputation, overseeing the Global Management Team and

approving policies with which KPMG firms have agreed to comply. It also approves the admittance or termination of KPMG firms to/from the global organization.

It is led by the Global Chairman, Bill Thomas, and includes the Chairman of each of the regions (the Americas; Asia Pacific (ASPAC); and Europe, the Middle East, and Africa (EMA)) and a number of members who are also member firm Senior Partners.

The list of current Global Board members is available on the [Leadership page](#) of kpmg.com.

Global Board committees:

The Global Board is supported in its oversight and governance responsibilities by several committees,

including:

- Executive Committee;
- Governance Committee;
- Global Quality and Risk Management Committee; and
- Global Audit Quality Committee.

Each of these committees is comprised of Global Board members and reports directly to the Global Board.



The overarching responsibility of the Global Audit Quality Committee is to strive for consistent audit quality across all firms and to oversee KPMG International activities which relate to improving and maintaining the consistency and quality of audits, assurance engagements and the system of quality management provided by KPMG firms. The Global Head of Audit and the Global Head of Audit Quality (the latter being responsible for oversight of audit quality across KPMG for KPMG International) report on audit quality matters to this committee.

### Global Management Team

The Global Board has delegated certain responsibilities to the Global Management Team (GMT). These responsibilities include developing the global strategy by working together with the Executive Committee and jointly recommending the global strategy to the Global Board for its approval. The GMT also supports KPMG firms in their execution of the global strategy and KPMG International decisions and policies by member firms. The GMT promotes the commitment to KPMG being a multidisciplinary organization. The GMT also oversees the activities of the Global Steering Groups.

It is led by the Global Chairman, Bill Thomas.

The list of current GMT members is available on the [Leadership page](#) of kpmg.com.

### Global Steering Groups

There is a Global Steering Group for each key function and infrastructure area, chaired by the relevant member of the GMT and, together they assist the GMT in discharging its responsibilities. They act under delegated authority from the Global Board and oversight by the GMT.

In particular, the Global Audit Steering Group and Global Quality & Risk Management Steering Group work closely with regional and member firm leadership to:

- Establish, and ensure communication of, appropriate audit, quality and risk management policies;
- Establish and support effective and efficient risk processes to promote audit quality;
- Promote and support strategy implementation in member firms’ audit functions, including standards of audit quality; and
- Assess and monitor audit quality issues, including those arising from quality performance and regulatory reviews, and focus on best practices that reduce audit quality findings.
- The roles of the Global Audit Steering Group and the Global Quality & Risk Management Steering Group are detailed in ‘Governance and leadership’ section of the [KPMG International Transparency Report](#).



### Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements
14. Statement on the effectiveness of the System of Quality Management
15. Appendix

# 14. Statement on the effectiveness of the System of Quality Management of KPMG Phoomchai Audit Ltd. as of 30 September 2024

As required by the International Auditing and Assurance Standards Board (IAASB)'s, International Standard on Quality Management (ISQM1) and KPMG International Limited Policy, KPMG Phoomchai Audit Ltd. (the "Firm" and/or "KPMG Thailand") has responsibility to design, implement and operate a System of Quality Management for audits or reviews of financial statements, or other assurance or related services engagements performed by the Firm. The objectives of the System of Quality Management are to provide the Firm with reasonable assurance that:

- a) The Firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- b) Engagement reports issued by the Firm or engagement partners are appropriate in the circumstances.

Integrated quality monitoring and compliance programs enable KPMG Thailand to identify and respond to findings and quality deficiencies both in respect of individual engagements and the overall System of Quality Management.

If deficiencies are identified when KPMG Thailand performs its annual evaluation of the System of Quality Management, KPMG Thailand evaluates the severity and pervasiveness of the identified deficiencies by investigating the root causes, and by evaluating the effect of the identified deficiencies individually and in the aggregate, on the System of Quality Management, with consideration of remedial actions taken as of the date of the evaluation.

Based on the annual evaluation of the Firm's System of Quality Management as of 30 September 2024, the System of Quality Management provides the Firm with reasonable assurance that the objectives of the System of Quality Management are being achieved.

KPMG Thailand, 30 January 2025



**Charoen Phosamritlert**  
Chief Executive Officer  
KPMG in Thailand, Myanmar and Laos



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality
2. Live by our Values-driven culture
3. Apply expertise and knowledge
4. Embrace digital technology
5. Nurture diverse skilled teams
6. Associate with the right clients and engagements
7. Be independent and ethical
8. Perform quality engagements
9. Assess risks to quality
10. Monitor and remediate
11. Communicate effectively
12. Partner remuneration
13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management

15. Appendix

# 15. Appendix

## Key legal entities and areas of operation

Entity	Legal Structure	Nature of Business	Area of Operation
KPMG Phoomchai Audit Ltd.	Limited Company	Provision of Audit & Assurance services	Thailand
KPMG Phoomchai Tax Ltd.	Limited Company	Provision of Tax services	Thailand
KPMG Phoomchai Business Advisory Ltd.	Limited Company	Provision of Advisory services	Thailand
KPMG Phoomchai Legal Ltd.	Limited Company	Provision of Legal services	Thailand



Message from the Country Senior Partner

1. A system of quality management that sustains audit and assurance quality

2. Live by our Values-driven culture

3. Apply expertise and knowledge

4. Embrace digital technology

5. Nurture diverse skilled teams

6. Associate with the right clients and engagements

7. Be independent and ethical

8. Perform quality engagements

9. Assess risks to quality

10. Monitor and remediate

11. Communicate effectively

12. Partner remuneration

13. Network arrangements

14. Statement on the effectiveness of the System of Quality Management



**KPMG in Thailand**

**kpmg.com/th**

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2025 KPMG Phoomchai Audit Ltd., a Thai limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

KPMG refers to the global organization or to one or more of the member firms of KPMG International Limited (“KPMG International”), each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. For more detail about our structure please visit [kpmg.com/governance](https://kpmg.com/governance).

KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

Throughout this document, “we,” “KPMG,” “us” and “our” refers to the global organization, to KPMG International Limited (“KPMG International”) or to one or more of the member firms of KPMG International, each of which is a separate legal entity.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization. Designed by Evalueserve.

Publication name: Transparency Report 2025 Publication number: 139144-G

Publication date: May 2025