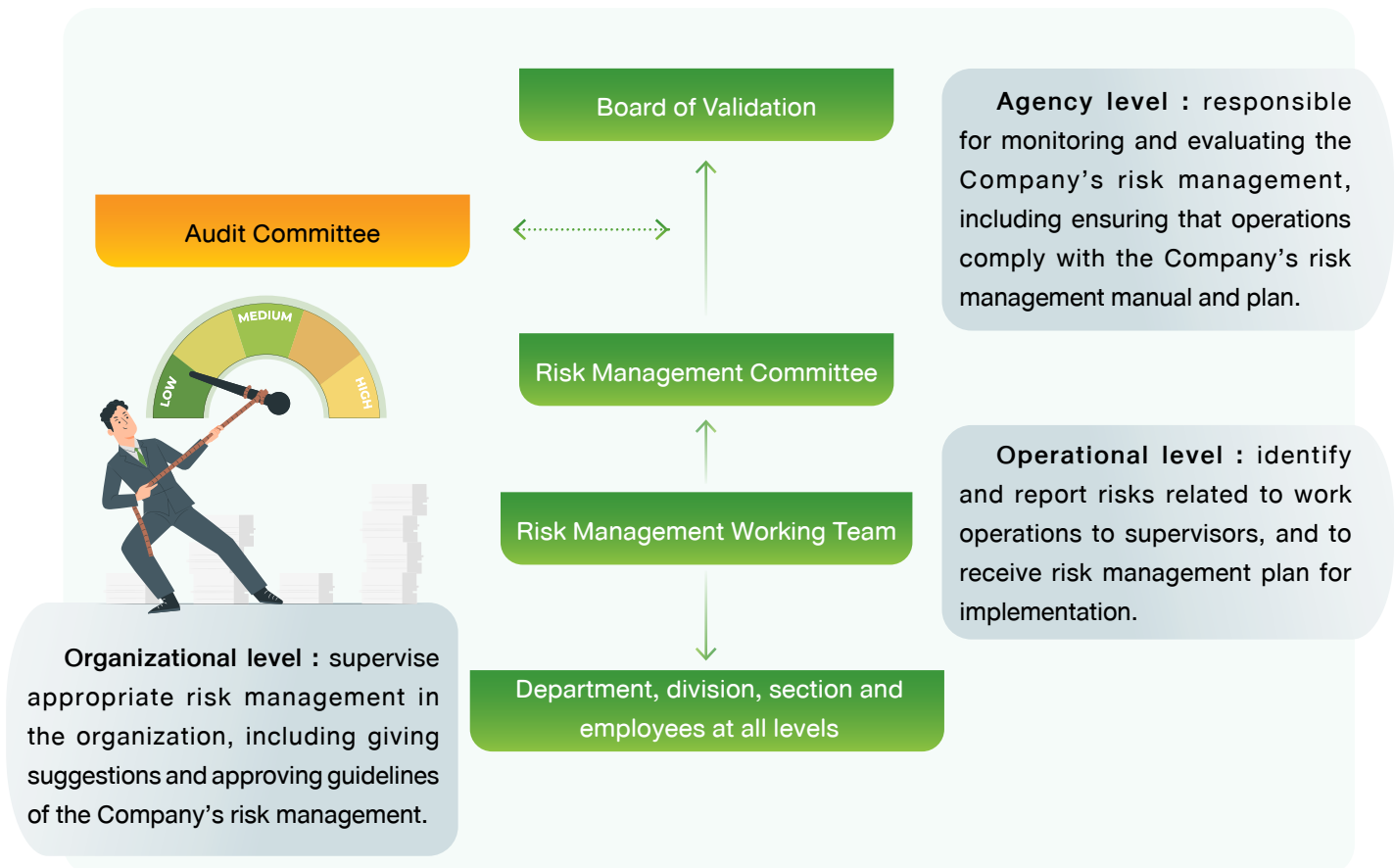




Risk Management (GRI 2-16)

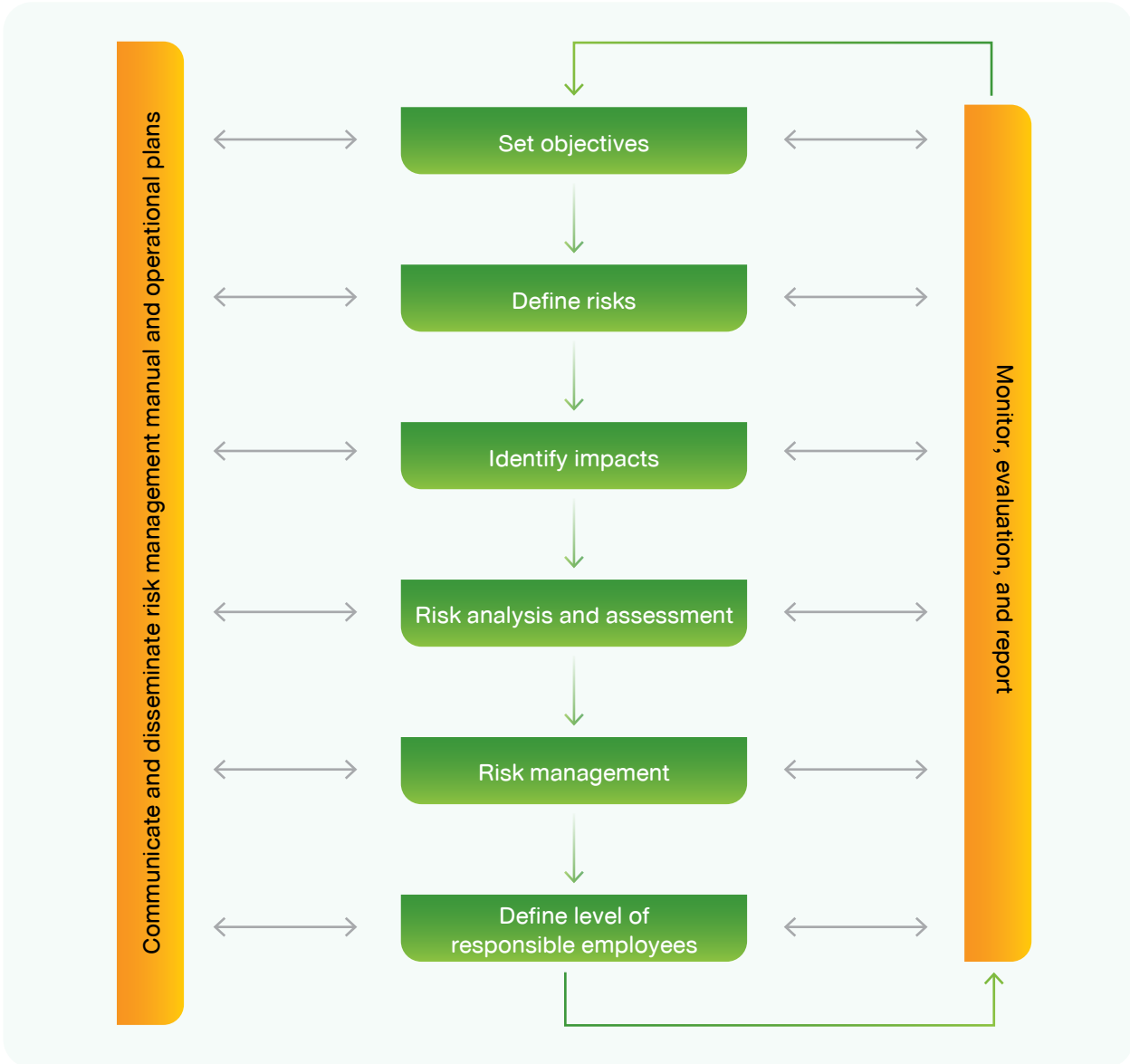
The Company has guidelines for managing organizational risks according to the risk management policy and guidelines of the Stock Exchange of Thailand, as well as The Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards. The Board of Directors has assigned the Risk Management Committee to be responsible for setting risk management policy and framework, including monitoring and assessing risk management results. The Company’s risk management working team is accountable for monitoring risks management operation of each department and providing information and taking actions as assigned by the Risk Management Committee. Moreover, the Risk Management Committee is responsible for overseeing the organization’s overall risk management process, including preparing risk management manual and plans to be presented to the Company’s Board of Directors for approval in order for various departments to use as a guideline. This Risk Management Committee has prepared a risk management manual and plan, which is reviewed/amended to be consistent with the situation and business plans that change on an annual basis, so that the organization can operate and achieve the defined goals by keeping the risks at an acceptable level.

Risk Management Structure



Risk Management Process

Risk management is a systematic and continuous process to help the organization reduce losses that may occur from various risks due to failure in achieving the set objectives to a level that is acceptable or at the minimum; and to also maximizes business opportunities as well as being an important component of good corporate governance. This will assist the organization in achieving its objectives and goals.



In 2023, the Company assessed both internal and external risk factors covering changes in market conditions, economy, regulations, and companies in the same business group, including issues of climate change and the environment throughout the Company's supply chain, which is specified in the Company's risk management manual as follows:



Risks in organizational management include:

- Strategic Risk
- Financial Risk
- Operational Risk
- Concession Risk
- Sustainability Development Risk
- Environmental Risk
- Social Risk
- Governance Risk
- Safety Health and Environment Risk
- Legal and Compliance Risk
- Information Technology Risk

Emerging risks include:

- Changes in consumer behavior
- Climate change (GRI201-2)
- Changes in innovation and new technology

Performance / Success Indicator

Indicator	Target		Performance	
	2023	2027	2022	2023
Ratio of risk management coverage to preparation of risk indicators for all departments.	100%	100%	100%	100%
Ratio of risky units that have risk management measures in place.	100%	100%	100%	100%

The Company is confident that measures to manage various risks of the Company, such as use of effective technology for monitoring services and work processes e.g. managing financial accounting systems and setting up appropriate procurement systems, human resource management, tracking system of various related laws, rules, and regulations, including an insurance system that covers damages that may occur to help prevent and reduce risks to an acceptable level. In addition, measures to prevent and reduce risks have been prepared to lessen impact from the above risks. This ensures that the Company will be able to achieve the organization's risk management objectives as set forth. Further details on the Company's risk management can be found in the 56-1 One Report 2023, section 1 article 2 "Risk Management"

Business Continuity Management (BCM)

In addition to effective risk management, the Company also recognizes the importance of continuous business operations to not affect the organization and its stakeholders. Therefore, plans for business continuity management and readiness for emergency management have been prepared to provide guidelines for responding to unusual events that occur with the Company, including helping affected agencies by such events to be able to successfully deal with emergencies by reducing damages that may occur to life and property. The Company reviews, improves, and practices said plans on an annual basis in order for relevant personnel to understand their roles and responsibilities in correctly managing unusual events that occur, as well as enabling the business to operate continuously. The Company has appointed an incident and business continuity management team, consisting of executives from every line of work with the following processes:



Situation	Normal	Problematic	Business interruption	Back to normal
Operational characteristics	Operations under normal conditions	Preliminary emergency management	Emergency and business continuity management	Back to normal
Structure	Normal working teams	Emergency Management Committee		
	Incident and business continuity management team	Incident and business continuity management team		
Role/duty	<ul style="list-style-type: none"> Providing support and decision making regarding BCM plans. Create/review/improve and test incident management and related business continuity plans. 	<ul style="list-style-type: none"> Relevant personnel report the incident/ stop the incident themselves as specified in various plans. Report the situation to management to control the situation/ declare crisis. 	<ul style="list-style-type: none"> Announcement of BCP plan. Facilitate business management during emergencies to return to normal. 	<ul style="list-style-type: none"> Return to normal operations. Restore damages.