

8.3.2.3 Risk Management Committee

The Risk Management Committee performs duties as assigned by the Board of Directors. Its scope of duties and responsibilities is specified in the Charter of the Risk Management Committee.

In 2025, two Risk Management Committee's meetings were held to determine, review, and update the Risk Management Policy, Charter of the Risk Management Committee, Corporate Risk Management Framework, and Corporate Risk Management Process to the rapidly changing situations and the business operations, and also to provide recommendations on risk management guidelines that are consistent with the strategic direction of the business plan. This is to allow the Risk Owner to manage significant risks to Risk Appetite and to ensure that the Company has adequate and effective risk management in accordance with the Enterprise Risk Management Framework (COSO ERM 2017), as well as to continuously support the development of risk management at all levels to create the organizational culture of risk management.

In addition, there is follow-up, evaluation, review and approval for the risk management plan, which covers various types of major risks, including Strategy Risk, Operation Risk, Financial Risk, Compliance Risk, Corruption Risk, Market Risk, Cybersecurity Risk, Emerging Risk, and Risks on the Company's sustainability issues covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk and reporting the results of the risk management to the Board of Directors.

According to the performance of duties of the Risk Management Committee in the previous year, the Risk Management Committee had taken steps to ensure that risk management was adequate and appropriate, which had been implemented continuously until the risk was at an acceptable level for the Company. The implementation was as follows:

- Holding two Risk Management Committee's meetings; the Chairman of the Risk Management Committee summarized the opinions of the Meeting and presented them to the Board of Directors for acknowledgement and/or consideration.
- Reviewing the Risk Management Policy and the Charter of the Risk Management Committee.
- Considering the Risk Map and Risk Radar Chart.
- Determining, reviewing, approving and suggesting risk management guidelines relating to the Company's business operations by issuing a resolution from the Meeting to the Risk Owner to conduct risk management and providing an internal control system covering various types of risks, including:
 - Strategy Risk
 - Operation Risk

- Financial Risk
 - Compliance Risk
 - Corruption Risk
 - Market Risk
 - Emerging Risk by assessing the likelihood of unprecedented future risks to plan and manage risks in advance, such as technology, economic conditions, politics, wars, social trends, etc., and
 - Risks on the Company's sustainability issues covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk.
- The Risk Management Unit shall conduct monthly follow-up on risk management and report to the Risk Management Committee.
- Considering the assessment of likelihood and impact to assess the organization's risk appetite.
 - Determining key materiality on sustainability of the Company by assessing the impact of sustainability issues on the Company and stakeholders covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk and prioritizing.
 - Determining key risks in key materiality on the sustainability of the Company and assessing the risk level, likelihood and impact, defining risk appetite, key risk indicators (KRIs), and risk matrix showing the prioritization or severity of risks, and providing recommendations/formulating policies/proposing additional risk mitigation plans to line executives.
 - Organizing a forum to listen to opinions from stakeholders and external experts to obtain information and suggestions covering the topics of products, services, sustainability, good governance and real estate leadership; In 2025, the Company invited key partners in the high-rise building construction industry, and representatives from its major construction material suppliers.
 - Supervising and providing risk management training courses for employees and supervisors through an online self-learning system and offering training to provide basic risk knowledge to new employees to have an understanding of risk-based thinking and apply it in their operations.
 - Supervising and providing the evaluation of risk management through an online system for all employees in the Company and its subsidiaries to enhance and improve their knowledge and understanding of risk management.
 - Supervising and providing communication channels on risk management that everyone in the Company can access by using information efficiently and effectively.

- Reviewing the Risk Management Handbook to guide employees in managing the organization's risks.
- Supervising and providing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the organization's image in terms of good management, consisting of;
 - Business Continuity Plan in case of accident at the construction project
 - Business Continuity Plan in case of flooding at the construction project
 - Business Continuity Plan in case of crisis at the construction project
 - Business Continuity Plan in case of crisis at the head office
 - Disaster Recovery Plan (DRP) in case of data loss on Cloud Computing

The Risk Management Committee has the following key action plans in 2025;

- Holding two Risk Management Committee's meetings; the Chairman of the Risk Management Committee summarized the opinions of the Meeting and presented them to the Board of Directors for acknowledgement and/or consideration.
- Reviewing and updating the Risk Management Policy and the Charter of the Risk Management Committee in accordance with the business strategy and vision.
- Considering key materiality on sustainability of the Company.
- Determining, analyzing and assessing corporate risks to cover all major risks and assessing risk level, defining risk appetite, key risk indicators (KRIs), and risk matrix showing the prioritization or severity of risks by assessing likelihood and impact, and providing advice/formulating policies/proposing additional risk mitigation plan to line executives to manage risk appetite.
- Consistently providing communication and knowledge on risk management to employees at all levels, such as communication through the risk handbook in comic version, communication news and warnings about potential risks and knowledge about risk management in the company's intranet system, e-mail and Line Group, etc.
- Establishing and reviewing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the image of the organization in terms of good management.
- Providing risk management training courses for employees and supervisors through an online self-learning system and orientation to new employees to have a basic understanding of risk-based thinking so that they can apply the risk management concept to their operations.

- Developed guidelines for assessing nature and biodiversity risks, providing criteria for evaluating such risks in line with ESG standards for projects in various locations.
- Prepared information on the financial impacts of climate-related risks and opportunities, adhering the TCFD (Task Force on Climate-related Financial Disclosures) framework, to serve as key data for climate risk management and compliance with external regulatory standards.
- Developed Human Rights Due Diligence (HRDD) guidelines and conducted Human Rights Risk Assessments (HRRRA), establishing a standardized framework to identify, analyze, prevent, and mitigate potential human rights impacts, thereby strengthening our corporate social responsibility and reinforcing good governance.

According to the implementation of risk management, the Company is confident that it will be able to achieve its business goals in order to maximize the benefits of shareholders and all groups of stakeholders.

Mr. Atip Bijanonda

Chairman of the Risk Management Committee