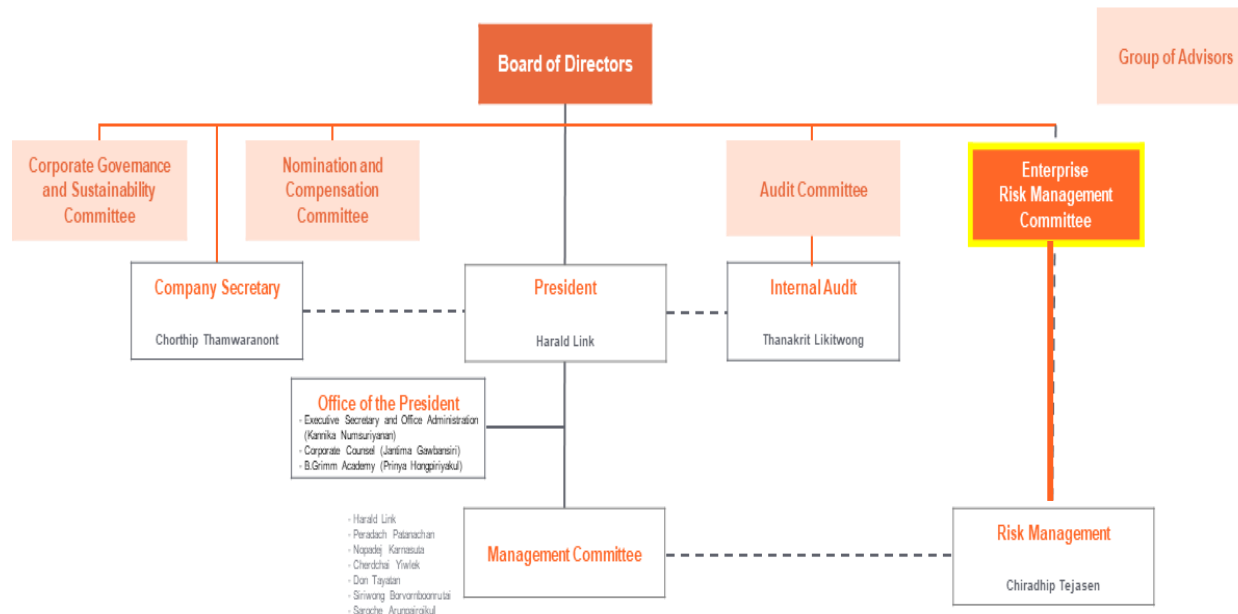




B.Grimm Power - Risk Management

Overview of Risk Management System

Risk Governance: Overview



B.Grimm Power has established an **Enterprise Risk Management Committee (ERMC)** with the primary mandate to oversee the company's risk governance framework. The ERMC is responsible for reviewing and approving the enterprise risk management policy to ensure alignment with the company's strategic direction and risk appetite. The committee comprises senior executives and independent directors and serves as a high-level governance body to provide oversight of significant enterprise and project-level risks.

The ERMC reports directly to the **Management Committee and the Board of Directors**, reinforcing a governance structure that supports accountability, transparency, and informed decision-making. It plays a critical role in enhancing the organization's resilience to emerging and evolving risks across operational, financial, regulatory, and strategic dimensions.

B.Grimm Power's **Risk Management Unit** acts as the central function for implementing the ERM framework across the company. The unit is responsible for:

- Communicating internal risk policies and procedures across all departments;
- Supporting the development and application of risk controls and mitigation plans;
- Conducting assessments of current and emerging risks;
- Facilitating risk awareness and ownership across business units and operating divisions;
- Supporting strategic decision-making by integrating risk insights into project and business development processes.

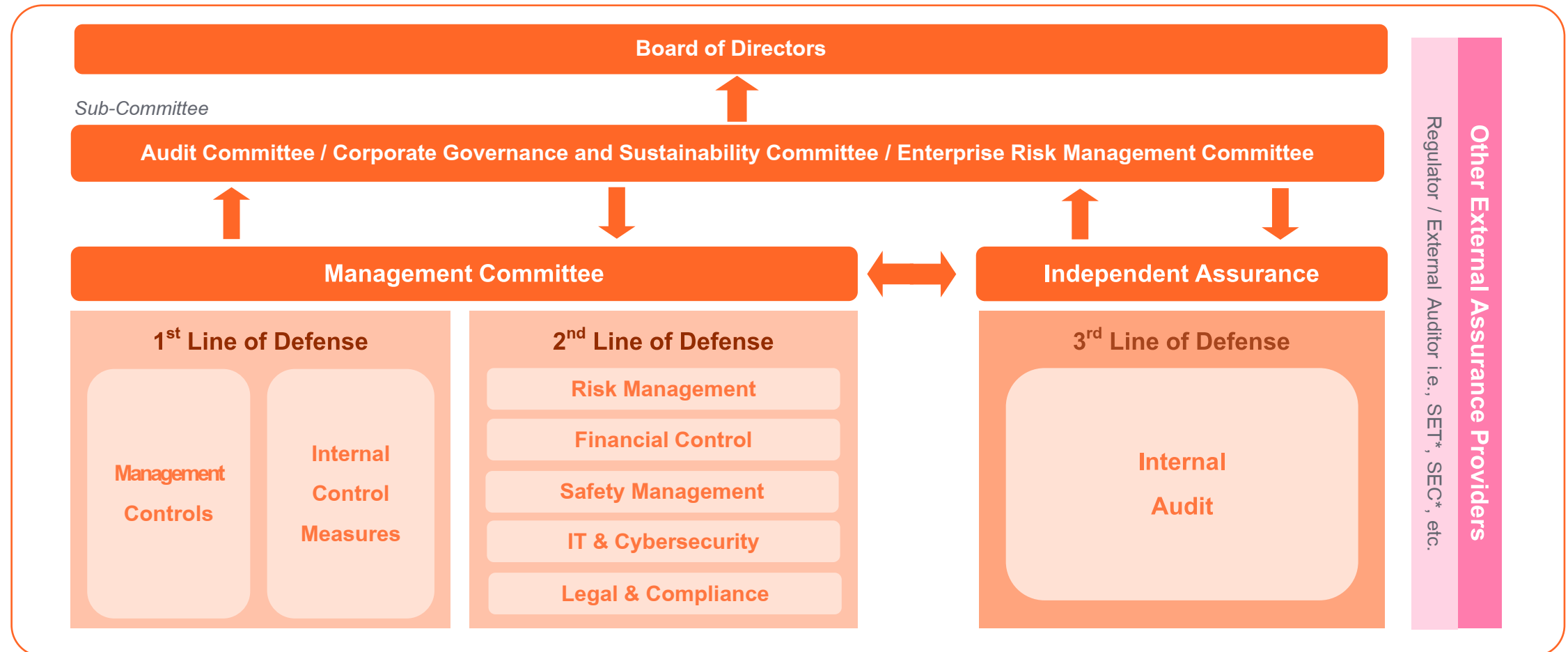
The **Head of Risk Management** reports directly to the **President**, with an administrative reporting line to the **ERMC**, ensuring independent and empowered execution of responsibilities.

In parallel, B.Grimm Power maintains a robust internal control environment through its **Internal Audit Department**, which is overseen by the **Head of Internal Audit**, reporting functionally to the **Audit Committee** and administratively to the **President**. The internal audit function operates independently and adheres to international standards to ensure integrity, objectivity, and assurance in all audit activities.

Together, these structures enable B.Grimm Power to proactively manage enterprise-wide risks and continuously improve the effectiveness of its governance, risk, and control systems in alignment with international best practices.

Risk Governance: Three Lines Model

B.Grimm Power adopts the **Three Lines Model** and the Subsidiary Governance initiative to strengthen our internal control system and corporate governance practices. This approach enables the Management Committee and the Board of Directors to effectively identify and mitigate risks, ensuring sustainable and responsible business operations.



Risk Governance: Three Lines Model

B.Grimm Power's Three Lines Model ensures robust risk management and governance through management oversight, board accountability, operational risk controls, specialised support functions, internal audits, and external assurance providers.



Risk Governance: Enterprise Risk Management Committee

The Enterprise Risk Management Committee, led by the company's top management, highlights their crucial role in driving effective risk management activities.



Dr. Anusorn Sangnimnuan
Chairman of Enterprise Risk
Management Committee

Lead Independent Director



Mrs. Anchalee Chavanich
Independent Director



Mr. Kalin Sarasin
Director



Dr. Harald Link
Director / Group
President

Enterprise Risk Management Committee's Roles

- Formulate risk management policy, strategy and resources for risk management operations and set risk appetites for the Management Committee's consideration and approval
- Oversee the effectiveness of the company's risk management processes by reviewing and ensuring continuous monitoring and evaluation of risk management
- Analyse, evaluate, priorities, as well as prescribe guidelines and strategy of risk management including delegate concerned functions for implementation so that risk would be acceptable under appropriate budget
- Review risk management policy and guidelines and establish risk measurement
- Reporting the Risk Management Progress to Audit Committee which chaired by independent director level

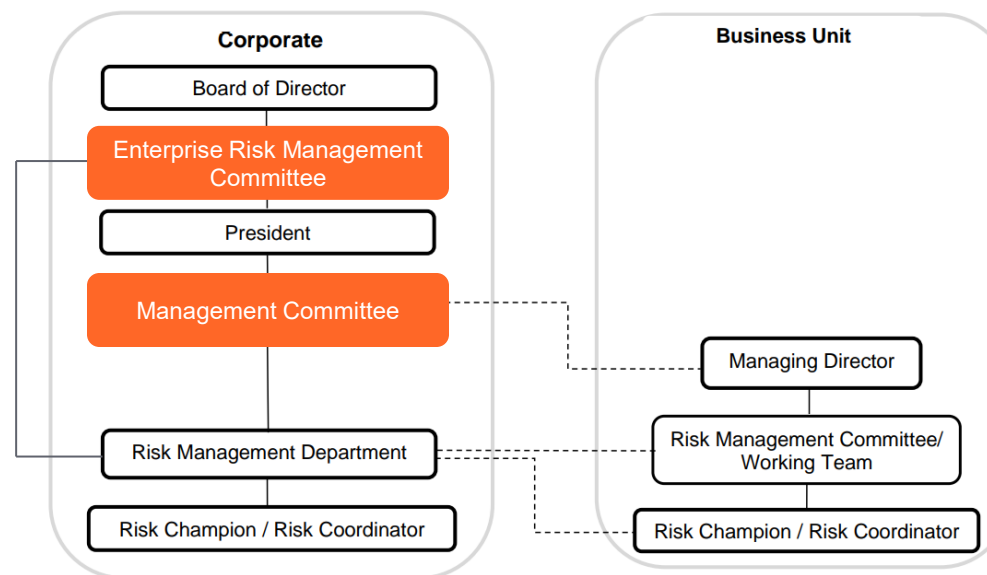
As of May 2025

Risk Governance of B.Grimm Power

Risk Management Department Roles

- Support the Enterprise Risk Management Committee and Management Committee in the implementation of an effective risk management system.
- Support other departments by providing guidelines, tools & techniques relating to risk management.
- Building a risk culture and provide education throughout the company.
- Ensure all major risks are appropriately managed and mitigated.
- Monitor the effectiveness of risk mitigation actions performed by other departments.
- Report on risk management to the Management Committee and the Enterprise Risk Management Committee on a regular basis.

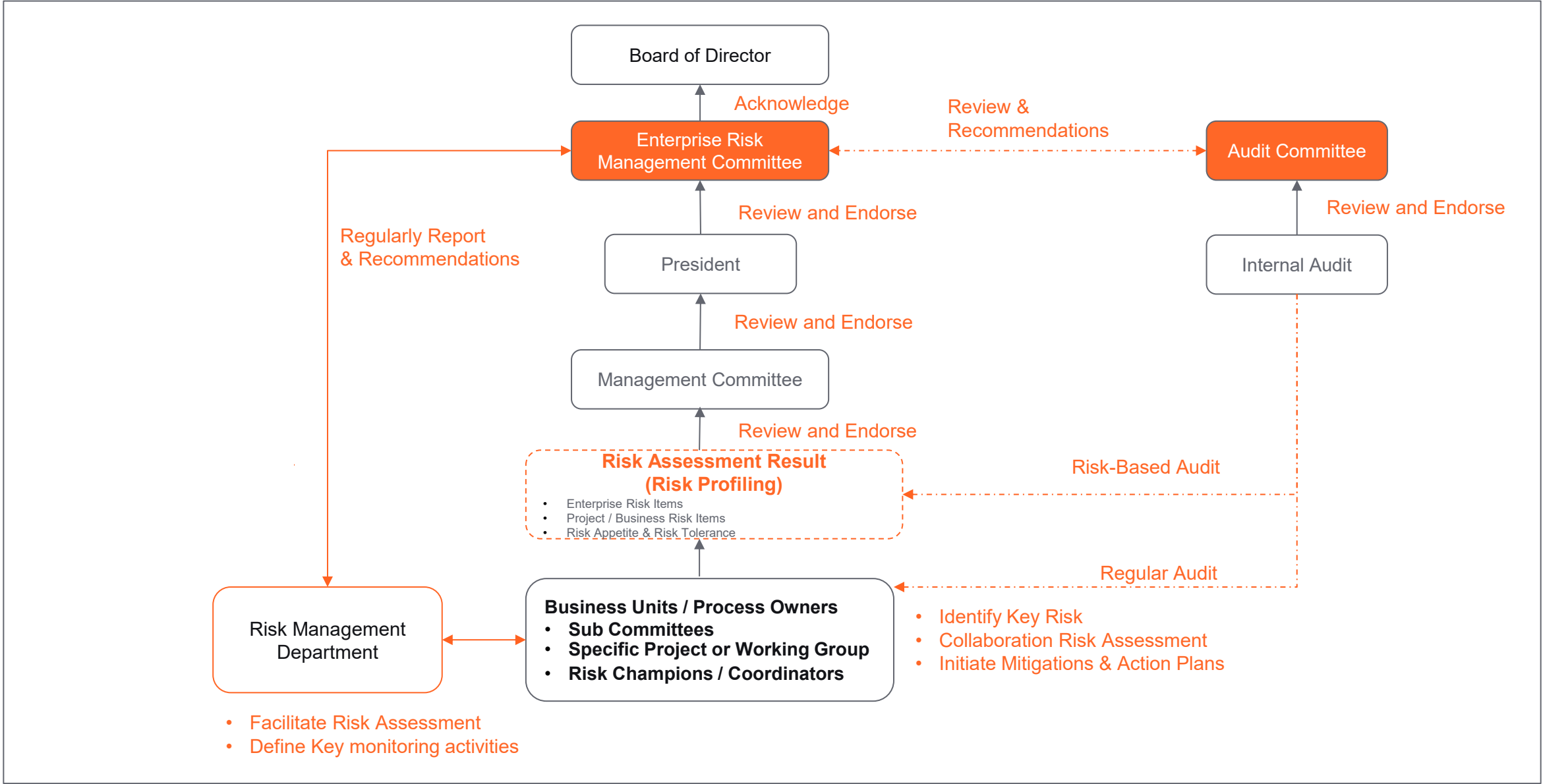
- **Corporate Level:** the Enterprise Risk Management Committee considering risk appetite, this lead by senior management, guides the program and identifies strategic risks. The Audit Committee oversees its effectiveness.
- **Business Units (Power Plants/Projects):** Dedicated risk champions within each unit implement the framework, identifying and mitigating unit-specific risks. Regular internal audits ensure alignment across all levels.



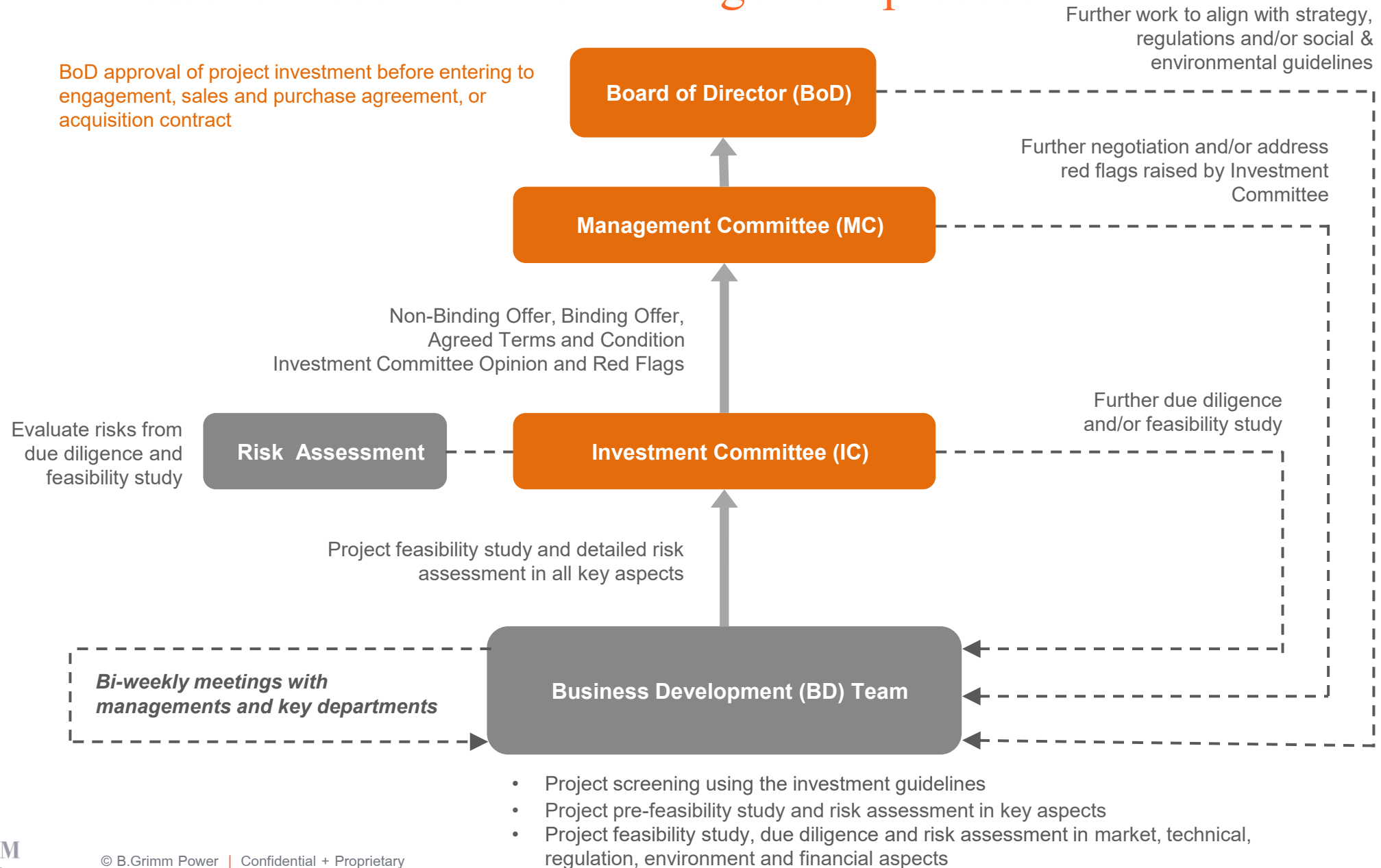
Risk Management Activities:

Risk monitoring and review occur continuously through the Enterprise Risk Management Committee, with noteworthy endorsements and mitigation updates to the Audit Committee on a quarterly basis and annually to the Board of Directors.

Overview: Risk Governance Process



B.Grimm Power : Investment risk management process



Risk Management Process Audits

The Audit Committee has reviewed B.Grimm Power's internal control system, together with the auditors and the Internal Audit department, in accordance with the direction of the Securities and Exchange Commission and the Stock Exchange of Thailand, and emphasised on compliance with the laws, rules, regulations and prescriptions, as well as adherence to the Three Lines Model, the Global Internal Auditing Standards and the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework.

B.Grimm power evaluates its risk management process through audit planning in regular internal audit projects. The identified risks were evaluated according to the Annual Internal Audit plan stipulations and were revisited annually. These audits assess the adequacy and effectiveness of controls within processes, monitoring, and internal controls. They leverage Enterprise Risk Management frameworks and updated industry risk trends to support the achievement of company goals.







B.Grimm Power is committed to upholding the independence of its external auditor in line with the Securities and Exchange Commission of Thailand's regulations. The Company ensures the rotation of the signing audit partner every seven years with a five-year cooling-off period and conducts a tender process for the appointment of an external auditor regularly. All such practices are subject to the review and approval of the Audit Committee, reinforcing transparency, accountability, and compliance with best governance standards.



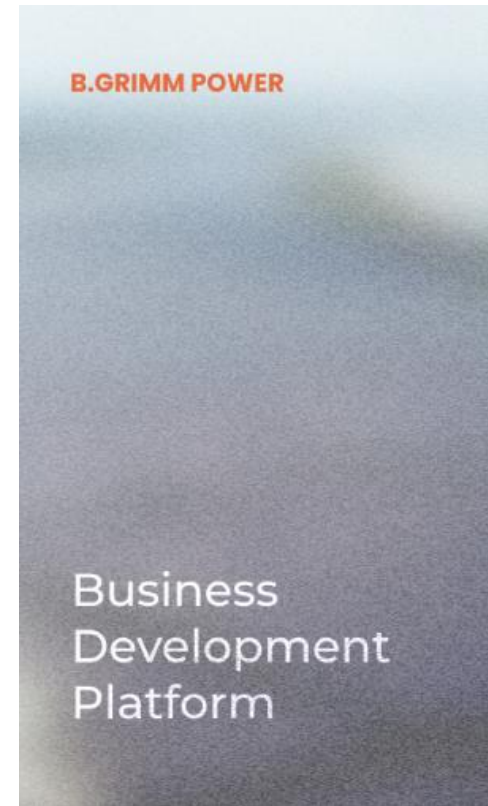
Risk Management Framework

"The first framework was introduced in 2015 and shall be continuously adapted to the changing business environment to ensure alignment with strategic objectives with COSO Enterprise Risk Management Guideline."



 Strategic Risk items addressed by Strategic choices and actions of the company	 Reputation Risk items impacting the company's relationship with stakeholder	 Financial Risk items impacting financial results and position of the company
 Business Activity Risk items impacting the day-to-day operations and the company's ability to serve its customers	 Compliance Risk items related to breach of legal and contractual obligations assumed by the company	 Data Management Risk items related to unauthorized access of company sensitive data

Our Risk Management Tools



ERM ESSENTIAL

Risk Management Approach :
Corporate Risk , Head Quarter, Power Plant
Risk management activities

Risk Management Approach :
Business and Project Development
Governance of sensitive information and confidentiality basis

Risk Management Concept Overview

"B.Grimm risk management process is anchored in the COSO 2017 framework, which forms the bedrock of our core principles for effective and comprehensive risk management."







COSO ERM 2017 Enterprise Risk Management integrating with Strategy and Performance



Risk Management Process Overview



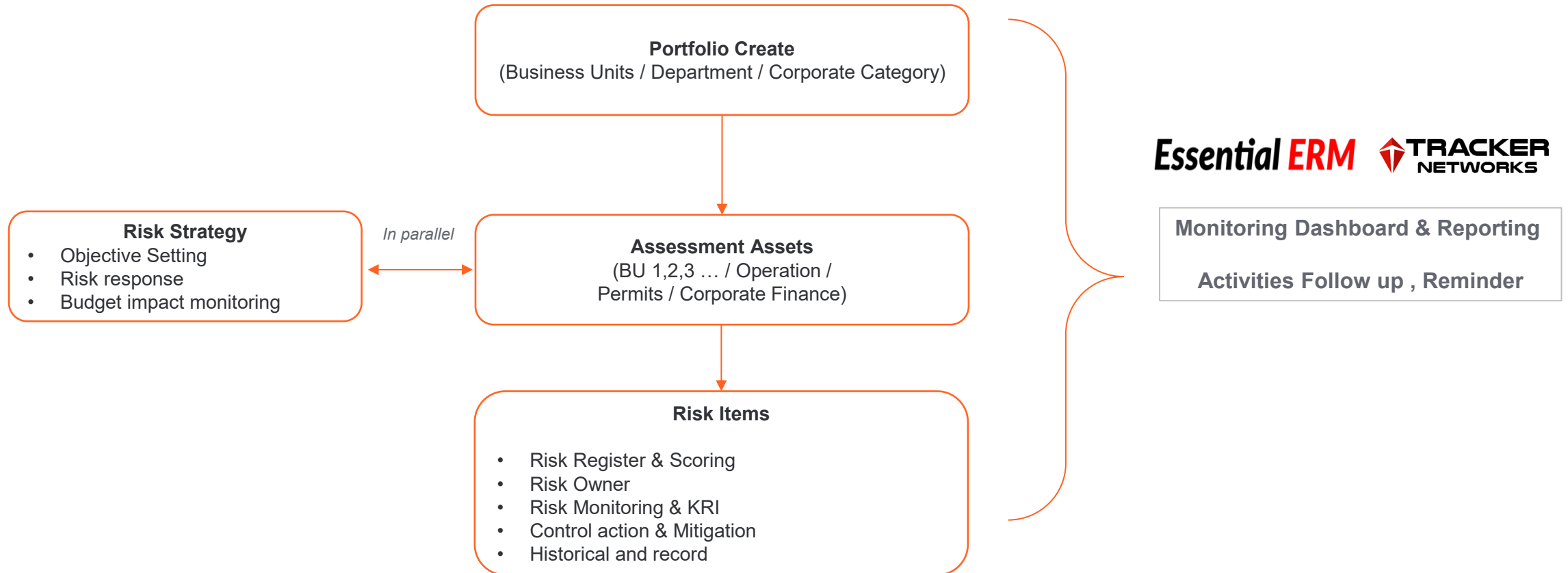
1. **Risk categorisation process** entails organising identified risks into distinct groups based on shared characteristics such as origin, impact type, or likelihood. This classification enhances our understanding of risks, streamlines prioritisation efforts, and enables targeted mitigation strategies for each category.
2. **Risk assessment process** involves methodically identifying, analysing, and evaluating potential uncertainties that could impact our projects or objectives. It aims to understand the likelihood and potential consequences of these risks, enabling us to make informed decisions and develop effective mitigation strategies.
3. **Risk response process** involves developing and implementing strategies to address identified risks. It aims to mitigate potential negative impacts, capitalise on opportunities, and enhance project outcomes through proactive and effective actions.
4. **Risk monitoring process** Utilising the ERM dashboard as a key tool, risk monitoring becomes an ongoing tracking of identified risks, ensuring timely responses and adaptive strategies for project success.

 Strategic <small>Risk items addressed by Strategic choices and actions of the company</small>	 Reputation <small>Risk items impacting the company's relationship with stakeholder</small>	 Financial <small>Risk items impacting financial results and position of the company</small>
 Business Activity <small>Risk items impacting the day-to-day operations and the company's ability to serve its customers</small>	 Compliance <small>Risk items related to breach of legal and contractual obligations assumed by the company</small>	 Data Management <small>Risk items related to unauthorized access of company sensitive data</small>



Enterprise Risk Management Platform: Process

“Our enterprise risk management platform serves as a catalyst for proactive risk management activities”



Enterprise Risk Management Platform: Example Workflow

Our enterprise risk management platform facilitates real-time risk monitoring, reporting to management, and accurate tracking of risk exposure across the organisation.

Business Units / Department Level

Risk Coordinators
Risk Owners

Business
Portfolio

Risk
items

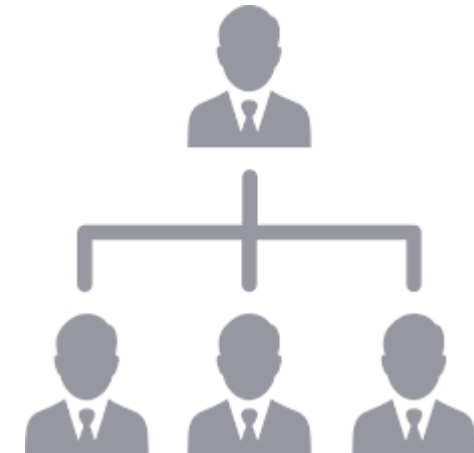
Risk Items Registration

Company Risk Data Portfolio

ERM
ESSENTIAL

- Risk Highlight
- Summary Report
- Support information
- Monitoring and Follow up

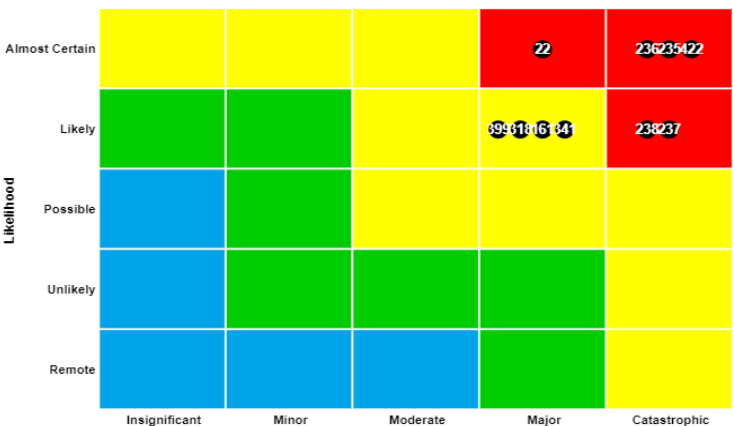
Company Management,
Risk Management Committee,
Risk Management Working Group



Enterprise Risk Management: Risk Review and Tracking

Corporate Risk Heat Maps

By Score (Top 10) - Residual Values
Report date Wed Aug 16 2023



Ex. Risk Items : Interest rate fluctuate
Impact : Moderate x Likelihood Moderate

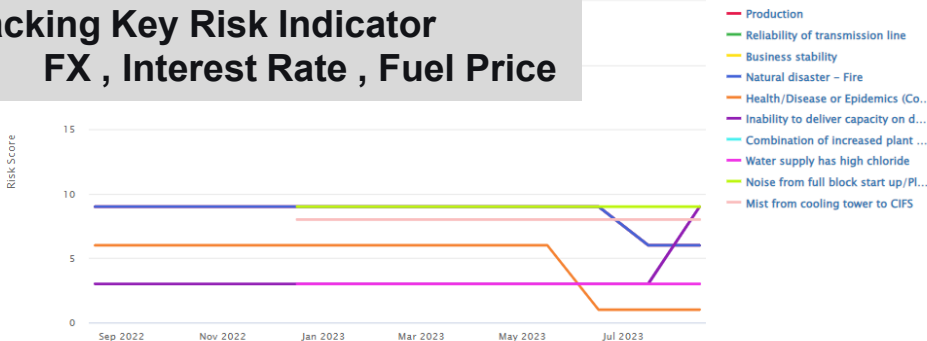
Score	Rank	Risk Name
25	235	Risk Item 1 - Project Delay
25	236	Risk Item 2 - Compliance and Legal
25	422	Risk Item 3 - Financial Performance
20	22	Risk Item 4 - Power plant
20	237	Risk Item 5 - Compliance and Legal
20	238	Risk Item 6 - Financial Performance
16	161	Risk Item 7 - Gas price
16	318	Risk Item 8 - Assurance
16	341	Risk Item 9 - Financial Performance
16	399	Risk Item 10 - Authorisation

Risks scores above upper thresholds are shown in black.

Risk Trend Analytic

Risk Scores Over Time
By Risk (Top 10) - Residual Values
August 2022 through August 2023

- Tracking Key Risk Indicator
 - FX , Interest Rate , Fuel Price

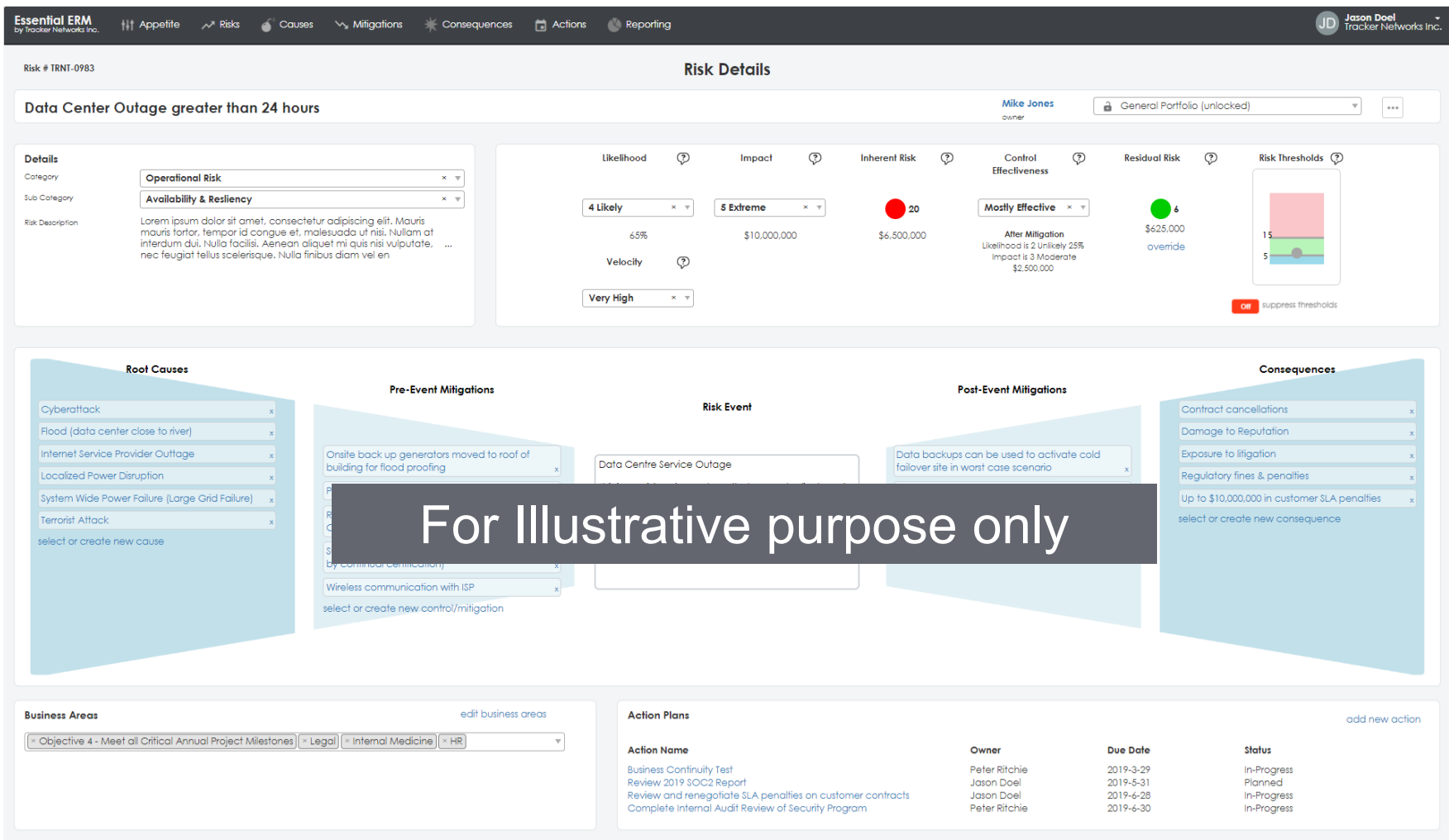


Risk Details Report

Rank: 473 TRAC-4684	Strategic Objectives: Business Areas:	Portfolio: Hydro - Nam Che (2023) Risk Owner:
Category: Operation Sub-Category:	Likelihood: 2 Impact: 2 Score: 2 90 Day Trend: → 365 Day Trend: →	
Description: Drainage Pump is broken that cannot pumping water out from drainage pit.	Inherent Risk: 2 Residual Risk: 2 Control Effectiveness:	
Root causes: <ul style="list-style-type: none">Pumping motor is short circuit.Control cabinet is broken.		
Mitigations: <ul style="list-style-type: none">Provide scheduled preventive maintenance (PM) for all machines.Provide corrective maintenancePermit to workOperating Function test Test every 6 month.Sparepart managementSpare part sharing with power plant in group	Control Effectiveness: Owner:	Last Update: <ul style="list-style-type: none">Aug 09, 2023Aug 04, 2023Aug 09, 2023Aug 09, 2023Aug 04, 2023Aug 09, 2023

Enterprise Risk Management: Risk Items

Risk Portfolio Details



Risk Appetite: Concept & Components

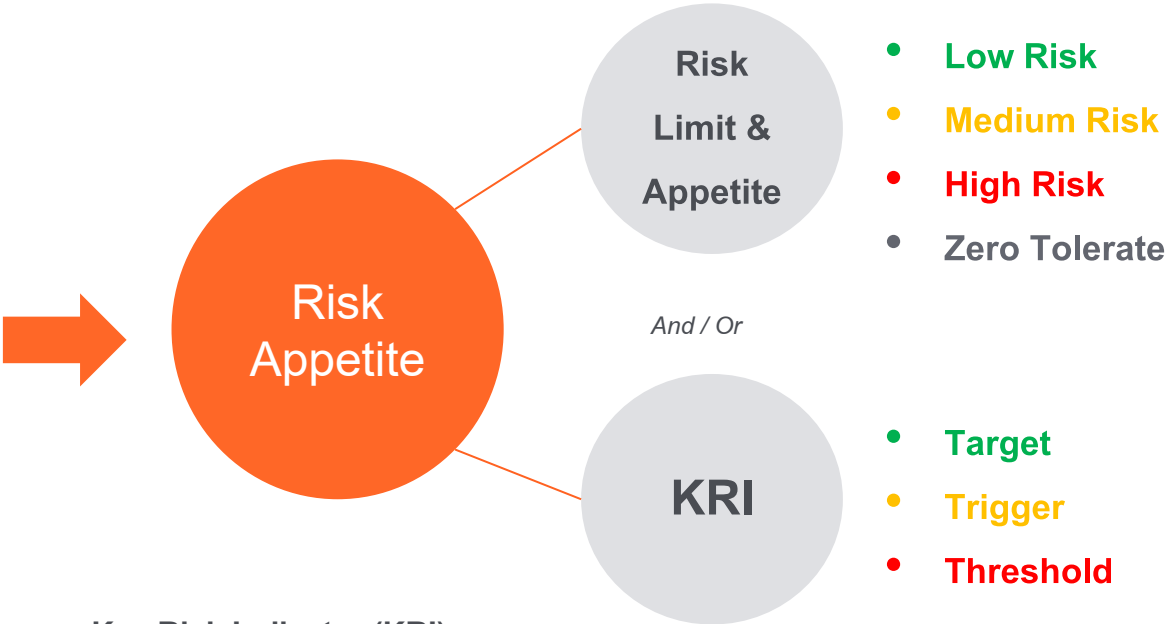
The risk appetite framework applies for all Risk Items and tracking activity. Comprises of two key components: limits & indicators.

Risk Items & Business Activities

Functions	Example Risk Items / Business Indicator
Financial	<ul style="list-style-type: none"> Group Sparks spread NNP Budgeting Liquidity
Power Plant Operation	<ul style="list-style-type: none"> Availability / Performance Operation budget
Project Construction	<ul style="list-style-type: none"> Milestone Achievement Project Cost Control
Business Development	<ul style="list-style-type: none"> Committed MW
Corporate Items	<ul style="list-style-type: none"> People Finance performance Legal breach Compliance
IT related	<ul style="list-style-type: none"> Critical system availability Data breach incident

Risk Limit

The predefined thresholds that delineate the maximum acceptable risk level.



Key Risk Indicator (KRI)

These indicators are carefully selected metrics that provide us with real-time insights into the evolving risk landscape.

Definitions: Risk Limitation & Appetite : Required Actions



Low Risk

Closely monitoring from risk owner and response person.

Required Actions:

- Assign a specific risk owner responsible for closely monitoring the risk.
- Establish clear communication channels for the risk owner to report any development or changes related to the risk.
- Regularly review and assess the status to ensure it remains at a manageable level.
- Implement proactive measures to prevent the risk from escalating.



Medium Risk

Management discussion with forecasting and mitigation measures initiative.

Required Actions:

- Convene management discussions to assess the potential risk impact.
- Utilise forecasting techniques to anticipate the likelihood and severity of the risk occurring.
- Identify and prioritise mitigation measures to address the medium-risk areas.
- Allocate sufficient resources and establish timeline for implementing the mitigation actions.
- Regularly review and update the mitigation actions based on changing circumstances.





High Risk

Actions from high-level management , strict follow-up and reporting in risk management committee.

Required Actions:

- Escalate the risk to high-level management for immediate attention and action.
- Consider to establish a taskforce or a sub-committee to address the high-risk areas.
- Implement strict follow-up procedures to ensure timely execution of mitigation actions.
- Provide regular updates and reports to the management or risk management committee regarding the status of the high-risk areas.
- Allocate additional resources or support as necessary to mitigate the high-risk areas effectively.

Corporate Risk Information: Plant Operation Effectiveness Risk

Risk Item	Plant Operation Effectiveness Risk	Risk Positions	Impact : Moderate 	Likelihood : Unlikely 
Key Risk Indictors	Group Heat Rate (mmBTU/ KWh) , % Plant Availability <i>*Monthly Tracking</i>			
Description	<ul style="list-style-type: none"> Renewable Energy: Our investment in renewable energy sources, such as wind, solar, and hydroelectric power, presents certain operational challenges. These include variability in energy production due to weather conditions, potential equipment malfunctions, and the need for regular maintenance. To mitigate these risks, we employ advanced forecasting tools, implement robust maintenance schedules, and ensure adherence to stringent safety protocols. Combined Cycle Plants: Combined cycle plants, which utilise both gas and steam turbines, face operational risks such as equipment failures, fuel supply issues, and regulatory compliance. Additionally, there are risks associated with serving a diversified customer base, particularly industrial users (IUs). These risks include fluctuating energy demand, varied load requirements, and specific operational needs unique to different industries. Our mitigation strategies include rigorous maintenance routines, diversification of fuel sources, and continuous monitoring of regulatory changes to ensure compliance and operational efficiency. We also employ customised solutions to meet the specific energy needs of our industrial customers, ensuring stable and reliable energy supply. 			
Mitigation Measures	<ul style="list-style-type: none"> Proactive Maintenance: Regular and preventive maintenance schedules are established to reduce the likelihood of equipment failure and extend the operational lifespan of our assets. Risk Monitoring: Continuous monitoring of operational parameters and risk indicators enables us to detect and respond to potential issues promptly. Safety Protocols: Comprehensive safety procedures and training programs are in place to ensure the safety of our personnel and operations Improvement initiatives : Adoption of AI and Machine Learning (Ex. REPCO NEXT project) Operational Optimisation: Machine learning algorithms analyse large datasets to optimise operational performance, improving efficiency and reliability. Risk Analysis: AI systems provide deeper insights into potential risks, enabling more informed decision-making and proactive risk mitigation strategies. 			

Corporate Risk Information:

Utilities Green Tariff Adoption in Thailand Energy Market

Risk Item	Utilities Green Tariff Adoption in Thailand Energy Market	Risk Positions	Impact : Moderate Likelihood : Possible
Key Risk Indictors	REC/Carbon Credit Sales , Green Tariff Market Shares , Thailand Electricity Grid Compositions <i>*Quarterly Tracking</i>		
Description	The adoption of green tariffs by utilities poses operational risks such as potential shifts in Thailand Electricity Business effect to market demand, pricing volatility, and compliance with evolving regulatory standards. As more customers opt for green energy solutions, we must adapt our generation mix and infrastructure to meet these new demands. Mitigation strategies include diversifying our energy portfolio with a greater emphasis on renewable sources, enhancing our grid management capabilities, and closely monitoring regulatory developments to ensure timely compliance and competitive positioning.		
Mitigation Measures	<ul style="list-style-type: none"> Diversification of Energy Portfolio: To meet the demand for green energy, we are diversifying our energy portfolio with a greater emphasis on renewable sources. This includes expanding our investments in wind, solar, and other renewable energy projects. Enhanced Grid Management: We are enhancing our grid management capabilities to accommodate the integration of renewable energy. This includes upgrading infrastructure, implementing smart grid technologies, and optimising grid operations. Regulatory Monitoring: Continuous monitoring of regulatory developments is essential to ensure timely compliance. We have established a dedicated team to track and analyse regulatory changes, ensuring that our operations remain aligned with the latest standards. Stakeholder Engagement: Engaging with stakeholders, including customers, regulators, and industry partners, is key to understanding their expectations and adapting our strategies accordingly. This helps us stay ahead of market trends and regulatory requirements. 		

Risk Review: Change in the Spark Spread (Gas Cost and IU tariff)

Risk exposure

- **Risk identification**

The spark spread, which represents the difference between the cost per unit of natural gas and industrial user (IU) tariff, is a material factor in the profitability the SPP business. Changes in the spark spread can significantly impact our operational costs and NNP.

- **Potential Magnitude and Likelihood:**

Stress Testing: We conduct stress tests to simulate various scenarios of gas price increases and tariff adjustments. For example, a 15% increase in natural gas prices without a corresponding increase in IU electricity tariffs could reduce our NNP by up to 40%.

Scenario Analysis: Scenario analyses explore the effects of different regulatory environments, changes in government policies affecting electricity tariffs.

Sensitivity Analysis: Sensitivity analyses assess how different levels of gas price volatility and tariff changes impact our financial performance. A sensitivity analysis shows that a THB1/mmbtu change in gas prices can lead to a THB15 million change in NNP to owner.

Mitigating action

- **Natural Gas:** B.Grimm LNG, a subsidiary of B.Grimm Power, has obtained an LNG import license, providing us with greater flexibility and options in sourcing natural gas.
- **Operational Efficiency:** We have applied advanced technologies such as AI monitoring and Digital Twins to improve the efficiency of our gas-fired power plants, reducing the amount of gas needed per unit of electricity generated. We have been implementing stringent cost control measures to manage operational expenses effectively.
- **Regulatory Engagement:** We actively participate in industry forums and engage with regulators to advocate for fair and predictable tariff structures.
- **Diversification portfolio:** We have been increasing investments in renewable energy sources, such as solar and wind, to reduce dependence on natural gas. By 2030, we target to have renewable capacity above 50% of portfolio.

Risk Review: Utility Green Tariff (UGT)

Risk exposure

- **Risk identification**

The upcoming utility green tariff, announced by ERC, is designed to promote green electricity services, compelling industrial users to purchase electricity with zero carbon footprint at a premium price. The shift towards green electricity may reduce the demand for conventional electricity generated from natural gas.

- **Potential Magnitude and Likelihood:**

Stress Testing: We have conducted stress tests to simulate the financial impact of a significant number of industrial users switching to UGT.

These tests indicate a potential decrease in revenue by up to 13% if 50% of our industrial users transition to UGT.

Scenario Analysis: Scenario analyses explore the effects of varying adoption rates of green electricity among industrial users. A scenario where 30% of industrial users switch to green tariffs shows a revenue reduction of approximately 8%, necessitating adjustments in our business strategy.

Sensitivity Analysis: Sensitivity analyses assess how different levels of green tariff adoption impact our financial performance. For example, a 10% increase in green electricity adoption could lead to a 4% decline in conventional electricity sales.

Mitigating action

- **Product and Service Innovation:** We continue to advance the GreenLeap Global and Green Strategy initiatives, focusing on providing fully-integrated services, expanding renewable power generation, offering renewable energy certificates (RECs), and developing innovative solutions like hydrogen energy and energy storage systems.
- **Increasing renewable energy investments:** We continue expanding investments in renewable energy projects, such as solar and wind power, to align with the green tariff requirements. We are also increasing investments in solar rooftop and solar floating installations within industrial estates.
- **Enhanced Services:** Provide value-added services, such as energy management solutions and efficiency consulting, to strengthen customer relationships.
- **Enhanced Grid Management:** We are improving our grid management capabilities to better integrate renewable energy. This includes upgrading infrastructure, implementing smart grid technologies, and optimising grid operations.

Performance Incentives with Risk Management Focus

As part of B.Grimm Power's commitment to integrating risk management into our core business strategies, we have implemented financial incentives tied to meeting specific risk-related goals. These incentives are directly linked to the key risks identified across various business functions, ensuring that our employees are motivated to prioritise and address these risks effectively. Examples are below;

Financial	<p>Risk items: Margins, NNP budgeting, liquidity</p> <p>Executive incentives: Tied to maintaining a stable margin and achieving budgeting targets. Executives receive performance bonuses based on the stability and predictability of financial metrics.</p> <p>Liquidity management: Incentives for finance teams to manage liquidity effectively, ensuring that cash flow aligns with investment plans and debt covenants, ultimately contributing to the company's financial stability and growth</p>
Powerplant operation	<p>Risk items: Availability, efficiency, performance, operation Budget</p> <p>Performance bonuses: Executives and operation teams are rewarded for achieving high availability and performance metrics.</p> <p>Budget Adherence: Financial incentives for keeping operational expenses within budget, promoting cost-effective management of resources.</p>
Project Construction	<p>Risk items: Milestone achievement, project cost control</p> <p>Milestone bonuses: Executives and project teams and teams receive bonuses for achieving key project milestones on time, ensuring timely project delivery.</p> <p>Cost management: Incentives for maintaining project costs within budget, encouraging meticulous planning and resource management.</p>

Business Development	<p>Risk item: Committed megawatts</p> <p>Performance bonuses: Business development teams are rewarded for securing new contracts and commitments that align with our megawatt targets, driving growth and expansion.</p> <p>Strategic partnerships: Incentives for forming strategic partnerships that enhance our market position and contribute to achieving megawatt commitments.</p>
Corporate items	<p>Risk items: People, financial performance, legal Breach</p> <p>Sufficient and capable workforce support business expansion: Incentives for People Partnership team for talents & successors development acceleration to be readiness in time</p> <p>Legal performance: Legal and compliance teams receive incentives for maintaining adherence to regulatory requirements and avoiding legal breaches.</p> <p>Financial performance: Corporate teams are rewarded for achieving financial performance targets, ensuring the overall financial health of the company.</p>
IT Related	<p>Risk items: Critical system availability, cybersecurity</p> <p>System uptime bonuses: Executives and IT teams are incentivised to maintain high system availability, minimising downtime and ensuring operational continuity.</p> <p>Cybersecurity measures: Financial rewards for implementing robust cybersecurity protocols, protecting company data and systems.</p>

Materiality Assessment - Integration of Enterprise Risk Management

B.Grimm Power has incorporated the evaluation of Environmental, Social, and Governance (ESG) risks into our risk management framework. The outcomes of our materiality assessment have been woven into our Enterprise Risk Management (ERM) Process, enhancing our ability to identify and address corporate risks through risk assessment (risk identification) process. The summary of ESG related risks, the materiality topics from materiality assessment, and linkage to corporate risks are as follows:

EGS Risk	Material Topics	Impact level	Risk Category	Risk Items
Social	Corporate citizenship	● ● ●	ESG risk	Community and Social Engagement risk
Economic and Governance	Customer satisfaction	● ● ●	Operation risk	Customer Engagement risk
Economic & Governance and Environmental	Energy efficiency, availability, and reliability	● ● ●	Operation risk	<ul style="list-style-type: none"> › Heat rate and load optimisation risk › Plant availability risk
Economic & Governance and Environmental	Low-carbon portfolio development	● ● ●	Strategic risk	<ul style="list-style-type: none"> › Energy transition risk › Internal Carbon Pricing <u>Risk</u>
Environmental	Biodiversity	● ● ●	Strategic & Operation risk	Environmental impact risk
Economic & Governance	Growth and economic performance	● ●	Strategic risk	Business expansion risk
Social	Talent management and employee welfare	● ●	Operation risk	People risk
Economic & Governance	Governance	● ●	ESG risk	Corporate governance risk

EGS Risk	Material Topics	Impact level	Risk Category	Risk Items
Economic & Governance	Anti-corruption and transparency	● ●	ESG risk	Corporate governance risk
Economic & Governance	Innovation and digitalisation	● ●	Strategic risk	Decentralisation risk
Economic & Governance	Cybersecurity and data privacy	● ●	Operation risk	› Cybersecurity risk › Data security risk
Social	Diversity and equal opportunity	● ●	Operation risk	People risk
Environmental	Water and air management	● ●	Operation risk & Compliance risk	› Safety, Occupational Health and the Environment risk › Environmental compliance risk
Economic & Governance	Sustainable supply chain	● ●	Operation risk	Supply chain risk
Social	Disaster and emergency management	● ●	Operation risk	Natural disaster risk
Social	Occupational health and safety	● ●	Operation risk & Compliance risk	› People risk › Safety, Occupational Health and the Environment risk
Social	Vigilance against forced labour	●	ESG risk	› Governance risk › Employee Engagement risk › Supply chain risk
Environmental	Waste management and circularity	●	Operation risk	Safety, Occupational Health and the Environment risk

B.Grimm Power's Business Continuity Management System (BCMs)



Business Continuity Master Plan
Launched in July 2024

BCMs Practices

The Incident Management Plan outlines the initial steps to take immediately after an incident occurs to ensure quick and effective containment.

Incident Identification and Assessment:

It includes procedures for identifying and assessing the incident to determine the severity and potential impact on business operations.

Communication Roles & Guidelines:

The plan provides clear communication channels and protocols to ensure timely and accurate information is shared with all relevant stakeholders.



- Fire
- Earthquake
- Terrorist
- Flooding
- New Disease
- IT Disruption

Incident Management Plan (IMP)

- Focus on Crisis communication , Workplace security and maintaining

Disaster Recovery Plan (DRP)

- Focus on Enterprise IT resources & Network recovery

Emergency Response Plan (ERP)

- Protocol to support our Power Plants where continuity plans have been established

Beyond controls & Operation disruption



Business Continuity Plan

- Ensures critical business functions can continue within the **Maximum Tolerable Period of Disruption (MTPD)**.
- Aims to achieve recovery within the predefined **Recovery Time Objective (RTO)** to minimize downtime and operational impact.

Risk Management Training for Board of Directors 2024

The program aims to help the Board of Directors to understand their roles in overseeing different types of risks, including those from opportunity management and business crises. It offers perspectives from corporate leaders who supervise and monitor the executives managing these risks directly. The expected outcomes of the program are:

Training Programs	Objectives	Lecturer	Participants ²
Stewardship toward Nature and Biodiversity	To provide an overview of nature and biodiversity, raise awareness of global trends and their impact on our business, and highlight key considerations for the Board of Directors to incorporate nature and biodiversity perspectives into business decisions.	KPMG Singapore	<ol style="list-style-type: none"> Mr. Pakorn Thavisin¹ Mr. Harald Link Khunying Suchada Kiranandana¹ Mrs. Anchalee Chavanich¹ Dr. Anusorn Sangnimnuan¹ Mrs. Katevalee Napasab¹ Dr. Sunee Sornchaitanasuk¹ Ms. Caroline Monique Marie Christine Link¹ Mr. Felix Danai Link¹
Cyber Security and Technology Risk	To provide essential insights to build resilience against emerging cyber threats and technology risks, enabling the company to mitigate potential impacts and maximise value from technological advancements.	Siam Commercial Bank PCL. And PwC Thailand	Dr. Thaweesak Koanantakool
Capital Market Cyber Leader 2024: Trust, Resiliency, Sustainability	To equip leaders with strategic cyber risk oversight in capital markets, fostering trust, operational resilience, and sustainable governance.	Securities and Exchange Commission (SEC)	Dr. Thaweesak Koanantakool
Political Leadership and Trade in the Modern World	To enhance understanding of geopolitical dynamics and global trade trends, enabling directors to make informed strategic decisions.	The Thai Parliamentary Member Association	Mrs. Anchalee Chavanich



¹Non-executive directors ²Mr. Somkiat Sirichatchai resigned from the position of Independent Director/Chairman of Nomination and Compensation Committee/Member of Corporate Governance and Sustainability Committee with effect from 31 July 2024.

Risk Management Training for Employees and Executives 2024

Training & Seminar Program	Objectives	Lecturer
Intro to Risk Management	The course aims to cultivate a comprehensive understanding of the value and significance of Risk Management. This will empower learners to initiate risk management practices within their organisations.	Dr. Awirut Chatmarathong
Risks & Opportunities for ISO	The course is tailored to aid in managing risks and opportunities according to ISO 31000: Risk Management standards. It covers ISO standards such as 9001, 14001, and 45001, offering versatile techniques applicable in diverse organisational contexts upon completion.	The Industrial Thinker
Digital Transformation Risk	To learn about the power of technology that could reshape the landscape of their future work, enabled them to adjust their perspectives and ways of thinking in the digital age and helped them learn essential digital skills through seven online workshops titled "Shift Your Digital Mindset".	B.Grimm People Partnership
B.Grimm 101: Code of Conduct	To provide advice on relevant policies and guidelines in order to enhance directors, management and staff to perform their duties and responsibilities in compliance with corporate governance policy, anti-corruption policy, sustainability policy, risk management policy, digital technology policy, cyber security policy, and anti-corruption policy.	B.Grimm People Partnership
Personal Data Risks	Mandatory training to understand of the roles and responsibilities, regarding privacy data protection laws and regulations. (PDPA basic, PDPA cases, and PDPA for executives)	KPMG Phoomchai Business Advisory Ltd./ Boston Network
Cyber Security Risks	IT security awareness training to keep employee up to date, raise their awareness of various cyber threats, and enable them to use our information infrastructure and network properly and in accordance with our policies and procedures include the information on pertinent laws and regulations.	B.Grimm People Partnership
Financial Risk Analysis And Management	Organizational financial risks if not properly managed There is an opportunity to create an impact causing the organization to not achieve its desired goals. This course explains the principles of financial risk management. by explaining the cause Appropriate financial risk management process	Dr.Chatchai Meesukho
Strategic Enterprise Risk Management	This course explores advanced frameworks and methodologies for identifying, assessing, and mitigating risks at an enterprise level. Participants will learn how to align risk management with business strategy, enhance decision-making under uncertainty, and foster resilience in dynamic environments	Mr.Rianchai Namchaisrikha
Assessing Climate- Related Risk	Focused on the energy sector, this course equips professionals with tools to evaluate climate-related risks (physical, regulatory, and transitional) and uncover strategic opportunities in power generation, distribution, and investment	The Creagy
Human Rights Risk Assessment	This course addresses the growing imperative for businesses to identify, prevent, and mitigate human rights risks across operations and supply chains. Aligned with the UN Guiding Principles on Business and Human Rights (UNGPs)	ERM Consulting

