

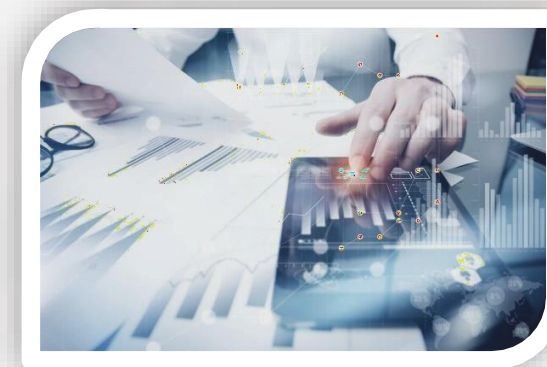
Promoting a Culture of Organization Risk Management

To conform the Bangchak i am bcp values in the part of Agility & Mobility to always be ready for changes and to flexibly consider risk management and opportunities.

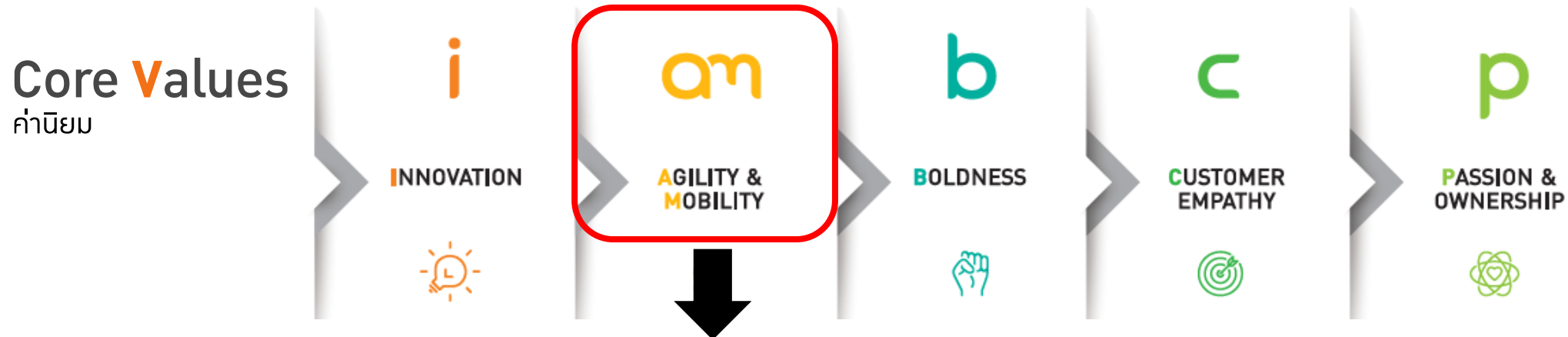
Risk coordinators have been designated to coordinate work and monitor and summarize progress reports according to division risk management plans to push every division of Bangchak Group to conduct risk assessment and prepare a risk management plan every year, and this has been specified as part of the key performance indicators contributing to annual employee remuneration considerations with a goal set for each section to prepare a risk management plan that is approved by a supervisor within the first quarter of each year.

Provides training to develop knowledge in risk management and business continuity plan management every year to new and existing employees such as in BCM, Risk Management with Key Risk Indicators (KRI), Risk and Opportunity Management and Compliance Risk.

Including enhancing knowledge and understanding in managing risks through the BCP-KMS system (internal knowledge platform).



Behavior and Attributes Evaluation of Employees



Behavior “Agility & Mobility” core value criteria for employees’ behavior evaluation

Employee Level	“Agility & Mobility” Behavior Definition
Level 11 and above	Forecast risks regarding changes and preparedness to respond and adapt quickly to changes
Level 8-10	Monitor changes and suitable preparedness of the situations, creatively communicate with employees/colleagues regarding changes and situations
Level 1-7	Interest in monitoring internal and external news and changes and the understanding of their effects/impacts

Rating Score: 1 Poor 2 Fair 3 Good 4 Excellent 5 Outstanding

Comment :

Risk Management as a Functional KPI for all level of Employees

Functional KPIs	% Weight				Target	KPI Scoring Criteria				
	Level 13-12	Level 11-10	Level 09-08	Level 07-01		1	2	3	4	5
1) Conduct risk management plans at division level					Have risk management plans in place and submit to Corporate Strategy & Risk Management Division within Q1 and follow the plans					

Example of Risk Management Plan at Division Levels

Corporate risk management template

Risk Type		Key Performance Indicator (KPI) / Work Process / Project					
↓							
Strategic Risk		Risk Statement					
Operational Risk							
Financial Risk		Cause of Risk					
Reputational Risk							
Likelihood				Impact			
4 -				4 -			
3 -				3 -			
2 -				2 -			
1 -				1 -			
Existing Risk Response	Likelihood	Impact	Due Date	Result	Cost	Benefit	
Required Risk Response	Likelihood	Impact	Due Date	Result	Cost	Benefit	

Annual Risk Management Process

1st Quarter

All divisions need to identify risks, impact and mitigation plans on corporate template and send to the Corporate Strategic & Risk Management Division

2nd Quarter

Monitor and review progresses and risk management plans by VPs

3rd Quarter

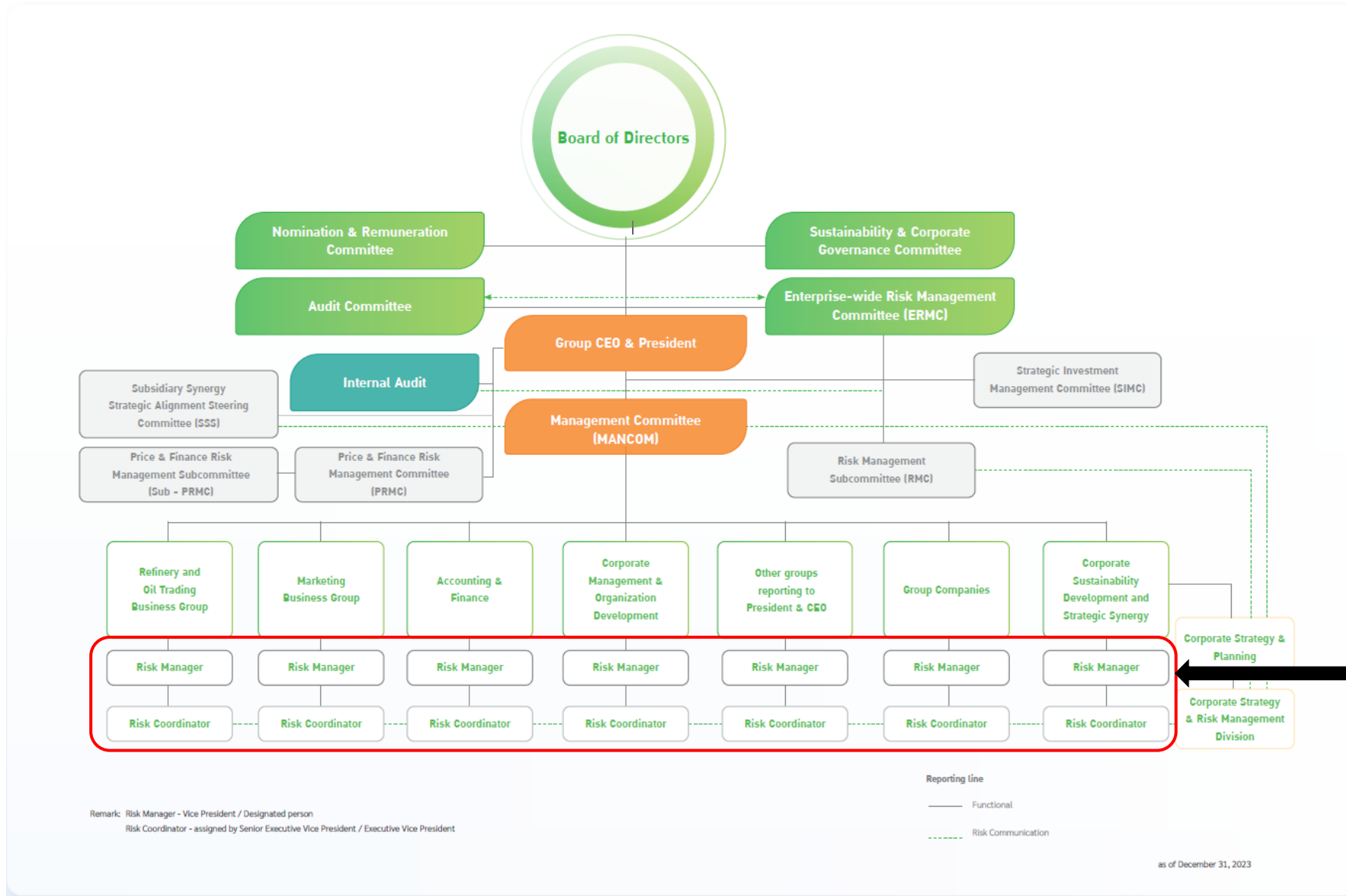
Review the achievement of risk management according to plans by VPs

4th Quarter

Annually review Corporate risk achievement and prepare for the next year processes.

Prepared by _____ Approved by _____ Date _____

Risk Management Structure



Assigning a risk manager and a risk coordinator in order to coordinate, support, and increase risk awareness within Business Line throughout Bangchak