

Risk Management

2025 Performance

Emerging risks management

The construction industry is exposed to a broad spectrum of emerging risks, including legal and regulatory changes, technological disruption, climate-related impacts, economic volatility, and supply chain vulnerabilities. To maintain competitiveness and ensure sustainable business operations over the long term, the Company employs an integrated risk management approach encompassing strategic planning, technology adoption, and continuous personnel development. The Company's top two emerging risks assessed in 2025 are as follows:

1. Geopolitical and War-Related Risks

Risk Description	International conflicts occurring globally and along national borders
Risk Impact	<ol style="list-style-type: none"> 1. Increased construction costs, particularly energy prices and labor wages 2. Shortage of foreign construction workers domestically due to migration from conflicts and wars, and competition from other countries also experiencing labor shortages
Risk Mitigation Measures	<ol style="list-style-type: none"> 1. Close monitoring of situations and focus on maximizing efficiency of material and fuel inventory management for cost control 2. Diversification of material and fuel sources to reduce dependence on single suppliers and increase opportunities for cost-effective procurement at reasonable prices 3. Enhancement of welfare and skills development for existing workers, both Thai and foreign 4. Employment of diverse labor groups capable of substituting for one another

2. Greenhouse Gas Emission Reduction Regulatory Risks

Risk Description	Government changes to legislation emphasizing environmental cooperation affect business practices and benefits. Non-compliance may result in loss of economic benefits and access to funding sources
Risk Impact	<ol style="list-style-type: none"> 1. Increased construction cost and financial cost management due to policy changes 2. Tax barrier measures
Risk Mitigation Measures	<ol style="list-style-type: none"> 1. Study and closely monitor global and domestic climate change policy trends to plan business operations and prepare for future policy, legal, and regulatory changes 2. Develop Company greenhouse gas emissions data and other databases to set targets and effectively plan emissions reduction 3. Focus on developing systems and operations to reduce resource consumption, especially resources with high environmental impact 4. Communicate and train employees to build awareness and understanding in developing work practices aligned with new regulations and requirements

Risk Training and Communication in 2025

Board of Directors	The Board of Directors received risk training through meetings with external speakers providing knowledge on sustainability risks (ESG Risk) in accordance with International Financial Reporting Standards (IFRS)
Management	Company management received risk training to enhance organizational management skills and reviewed risk issues from various departments to prioritize and establish risk management measures
Employees	The Company communicated risk information through Newsletters to build awareness among employees throughout the organization. Additionally, the Company conducted risk training for directly relevant departments and facilitated brainstorming sessions to gather and present risk issues from each department to management for consideration

