



Document Name: Business Continuity Management Policy
Document Number: AWC/CS/AWCCENTER/2019/POL007
Effective Date: 22nd January 2019 (Resolution of the Board of Directors' meeting No. 1/2019)
Amendment Number: 3 (Resolution of the Board of Director's meeting No.2/2026 held on 26th February 2026)

Business Continuity Management Policy

Asset World Corp Public Company Limited

1. Objectives

The Board of Directors of Asset World Corp Public Company Limited and its subsidiaries (the "Company" or "Group") has approved the integration of the Business Continuity Management (BCM) Policy as a key component of the Company's corporate governance framework. This is to ensure the continuity of critical operations during disruptions or crisis situations.

The Company is committed to strengthening organizational preparedness to prevent, respond to, and recover from events that may impact business operations. The Company prioritizes the continuity of critical processes, minimizing negative impacts on stakeholders, assets, and corporate reputation, including compliance with relevant laws and regulations.

Therefore, this Policy establishes the framework and principles for Business Continuity Management to enhance the organization's resilience and support the long-term continuity and sustainability of the Company's business operations.

The Business Continuity Management Policy (the "**Policy**") is established with the following objectives:

- 1) To minimize financial and other losses, and negative impacts from business interruptions, as well as to enhance organizational value and build stakeholder confidence.
- 2) To ensure the company has systematic and organization-wide operational guidelines and plans for crisis situations.
- 3) To ensure that the Company has aligned operational plans for business continuity management across the organization.
- 4) To ensure the organization has a business continuity management framework and guidelines that cover critical activities of the Company.

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- 5) To confirm and provide assurance that critical organizational activities can proceed during crisis situations.
- 6) To support the recovery of operations to a normal state within an appropriate timeframe.
- 7) To define role and responsibilities for BCM at all levels of personnel and to promote awareness among personnel at all levels.
- 8) To integrate business continuity management into the Company's normal management processes.

2. Scope

- 1) This Policy applies to all directors, executives, and employees of the company.
- 2) This Policy covers the work processes or core activities of all departments and business groups of the company (excluding the Hotel Business segment)

3. Principles

Directors, executives, and all employees must comply with this Business Continuity Management Policy to ensure the continuity of the Company's critical operations during both normal and crisis situations. Key principles and requirements, aimed at achieving business goals, stakeholder expectations, and the Company's best interests, are as follows:

- 1) Define a clear Business Continuity Management framework, covering policy, scope, and objectives of business continuity management; establish the structure of responsible persons, roles, duties, and responsibilities; and allocate necessary resources for both normal and crisis situations.
- 2) All departments within the organization must conduct and review the Business Impact Analysis (BIA) at least once a year, or upon significant changes to services or organizational structure, to identify critical services or activities, recovery priorities and the impact of their interruption, including defining the downtime and acceptable operational levels for each service/process.

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- 3) Conduct and review the Risk Assessment (RA) at the organizational level at least once a year or upon significant changes, to identify threats and vulnerabilities affecting critical operations, as well as measures to ensure critical systems can continue effectively even when facing a crisis. Develop, review, and update the Business Continuity Management System (BCMS) at least once a year or upon significant changes, to ensure it effectively supports the organization's critical operations.
- 4) Determine Business Continuity Strategies (BCS) by prioritizing the recovery of critical activities and necessary supporting resources to ensure operations can be restored within the target timeframe.
- 5) Prepare and review the Business Continuity Plan (BCP) at least once a year or upon significant changes. The plan consists of two levels:
 - BCP-M (Master Plan): Defines the framework, strategies, and crisis management structure.
 - BCP-D (Division Plan): Specifies operational procedures for each unit, necessary resources, and guidelines for recovering critical tasks.
- 6) Prepare necessary resources for continuous operations, including workplace, technology, personnel, vital information, and external service providers, ensuring their readiness during a crisis.
- 7) Conduct BCP testing and exercises, update plans based on test results and actual events, and report results and areas for improvement to relevant management.
- 8) Promote BCM knowledge and awareness among personnel at all levels of the organization.
- 9) Define BCM Trigger Points to serve as criteria for considering the activation of the Business Continuity Plan in the event of severe incidents.

4. Policy Implementation

The Company is committed to strengthening and preparing for prevention, response, and recovery from incidents that may impact business operations. Business unit executives are responsible for conducting Business Impact Analysis (BIA), performing Business Continuity Risk Assessments (RA), and developing



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Business Continuity Plans (BCP) to ensure that the Company's critical operations continue without interruption, even during a crisis.

5. Monitoring and Measurement

The Company shall ensure that appropriate processes and controls are in place to monitor and evaluate business continuity management in accordance with this policy.

Significant business continuity risks must be monitored, reviewed, and reported to the Board of Directors appropriately, pursuant to the established governance and monitoring mechanisms.

6. Communication, Reporting and Engagement

Business Continuity Management (BCM) is an integral part of the corporate culture. Directors, executives, and employees at all levels must fulfill their duties and responsibilities regarding business continuity management according to their respective roles.

The Company prioritizes enhancing the knowledge, understanding, and awareness of crisis response and management among personnel at all levels of the organization.

7. Governance

The Board of Directors holds the ultimate responsibility for the oversight of business continuity management to ensure its continued appropriateness and effectiveness.

The Risk Management Committee is responsible for supporting the Board of Directors in its oversight duties, in accordance with the authority and duties defined in the Risk Management Committee Charter. Senior management is responsible for supporting the Board of Directors and the Risk Management Committee by establishing appropriate governance frameworks, management systems, and reporting processes.

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8. Compliance with Laws and Standards

To ensure that the Company's Business Continuity Management has clear operational guidelines and is aligned across the entire organization, the Company has applied the international standard framework ISO 22301:2019 (Business Continuity Management System) adhering to the BCM Life Cycle principles covering 6 key components to ensure the system is effective and practical, as follows:

- 1) **Management & Culture:** Clearly define policy, structure, and roles, while embedding BCM into the organizational culture to build awareness among personnel at all levels.
- 2) **Understanding the Organization:** Analyze the context, risks, and Business Impact (BIA) to understand critical points and the true needs of the Company.
- 3) **Determining BCM Strategy:** Establish guidelines and allocate necessary resources (e.g., personnel, workplace, technology) to respond to disruptions appropriately.
- 4) **Developing and Implementing BCM Response:** Prepare a Business Continuity Plan (BCP) that specifies clear operational procedures and system recovery steps.
- 5) **Exercising:** Conduct plan testing in various formats regularly to prepare and verify personnel understanding.
- 6) **Maintaining and Reviewing:** Continuously monitor and evaluate the system to improve the plan, keeping it up-to-date and aligned with current situations.

9. Role and Responsibilities

9.1 Board of Directors (BOD)

- 1) Approve the Business Continuity Management (BCM) Policy and ensure its alignment with the Company's strategy, objectives, and governance framework.

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- 2) Delegate detailed oversight to relevant committees while retaining ultimate responsibility for business continuity governance.

9.2 Risk Management Committee (RKC)

- 1) Review and provide recommendations on the Business Continuity Management (BCM) policy and framework for presentation to the Board of Directors for approval.
- 2) Oversee the implementation of the Company's BCM framework and its operational effectiveness to ensure alignment with the Company's risk appetite and strategic objectives.
- 3) Monitor significant business continuity risks, potential disruption scenarios, and the adequacy of business continuity and recovery strategies.
- 4) Review the results of business continuity exercises and testing, as well as responses to critical incidents, ensuring that significant gaps and improvement plans are addressed appropriately.
- 5) Promote the integration of business continuity matters into Enterprise Risk Management (ERM) and overall risk governance activities.

9.3 MACO for Risk Management Committee: MRMC

MACO for Risk Management Committee: MRMC	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> • Consider and define the entire scope related to Business Continuity Management, as follows: ○ Business Continuity Objectives (BCO) ○ Business Continuity Strategies (BCS) 	<ul style="list-style-type: none"> • Define business recovery objectives, minimum operational levels, and strategic directions to be implemented during a crisis. • Assess the situation, formulate strategies, make decisions, and issue orders under crisis conditions, including the decision to declare a

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MACO for Risk Management Committee: MRMC	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> ○ Business Continuity Management Trigger Points ○ Business Continuity Management Policy, Crisis Management Structure (Business Continuity Management Organization Structure), and related operational teams ○ Business Continuity Plan (BCP) ○ Results of the Business Impact Analysis (BIA) and Risk Assessment (RA) ● Consider the appointment of, and approve the roles and responsibilities for, relevant committees, working teams, and personnel. ● Review and endorse the accuracy and appropriateness of the Business Continuity Plan structure. ● Provide advice and guidance on solutions for business continuity issues. ● Approve the budget to support necessary resources for Business Continuity Management. 	<p>crisis and activate the Business Continuity Plan (BCP).</p> <ul style="list-style-type: none"> ● Direct, control, facilitate, and manage the crisis, and provide appropriate alternatives to BCP implementers to ensure the response minimizes damage arising from the incident. ● Approve directives or decisions regarding events that may fall outside the scope specified in the Business Continuity Plan. ● Ensure clarity and availability of information for external organizations, including public relations and communication with the media. Information used for public relations or news releases must be approved by the Business Continuity Management Committee prior to dissemination. Additionally, monitor the situation and communicate progress updates to employees. ● Monitor and supervise the execution of the Business Continuity Plan during a crisis or emergency to ensure the situation is resolved or mitigated as quickly as possible, and that

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MACO for Risk Management Committee: MRMC	
Normal Situation	Crisis Situation
<ul style="list-style-type: none">• Oversee the regular testing and exercising of the Business Continuity Plan; review test results; and provide recommendations for continuous improvement.• Support communication regarding Business Continuity Management to employees to emphasize the importance of complying with Business Continuity Management procedures	<p>critical business activities can continue without interruption.</p> <ul style="list-style-type: none">• Consider and declare the return to normal operations.

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9.4 Risk Management Division

Risk Management Division	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> • Define the objectives and scope of Business Continuity Management and propose them to management. • Develop and review the Business Continuity Management Policy and propose it to management. • Establish and propose the organizational structure and Business Continuity Management teams, including defined roles, duties, and responsibilities. • Coordinate within the organization to determine recovery strategies for critical business activities, including necessary resources. • Coordinate within the organization to conduct or revise the Business Impact Analysis (BIA) and Risk Assessment (RA). • Serve as the central point for coordination, information dissemination, and support to relevant departments in 	<ul style="list-style-type: none"> • Act as the central information hub during a crisis, including supporting and coordinating with other relevant Business Continuity Management teams, such as the Incident Management Team. • Monitor the recovery of critical business activities by the Business Recovery Teams and the recovery efforts of the Specific Support Teams. • Prepare up-to-date situational information and present it to the Business Continuity Management Committee for decision-making. • Gather real-time crisis information from Business Recovery Teams and Specific Support Teams until the situation returns to normal. • Assess the readiness to return to normal operations.

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Risk Management Division	
Normal Situation	Crisis Situation
<p>developing their Business Continuity Plans (BCP).</p> <ul style="list-style-type: none"> • Review and facilitate updates or revisions to existing Business Continuity Plans. • Coordinate within the organization to develop plan exercises or tests using various scenarios, and organize such exercises or tests. • Present and report on the progress of Business Continuity Management, operational results, and outcomes of plan exercises or tests to management. • Monitor and maintain the Business Continuity Management System (BCMS) and Business Continuity Plans to ensure consistent efficiency and effectiveness. • Organize training and provide knowledge regarding Business Continuity Management to employees and management; promote and embed awareness of the importance of BCM within the organizational culture. 	

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Risk Management Division	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> Control and maintain documentation related to the Business Continuity Plan. 	

9.5 Business Recovery Team (BRT)

The members of the Business Recovery Team consist of the Heads of all Divisions within the organization. They are responsible for executing operations according to their roles to ensure continuity during a crisis, as specified in the Business Continuity Plan - Division (BCP-D), even if their division does not manage critical business activities requiring recovery.

Business Recovery Team: BRT	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> Prepare information and participate in the Business Impact Analysis (BIA) and Risk Assessment (RA), as well as define Business Continuity Strategies for critical business activities. Develop the Business Continuity Plan - Division (BCP-D) to enable the recovery of critical business activities within the defined Recovery Time Objective (RTO). 	<ul style="list-style-type: none"> When the Business Continuity Plan is activated, execute the Business Continuity Plan - Division (BCP-D). Execute the recovery of critical business activities as specified or in accordance with assigned instructions. During a crisis, report the current status, issues encountered, and coordinate periodically with the BCM Core Team and



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Business Recovery Team: BRT	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> • Participate in scheduled testing and maintain the Business Continuity Plan to ensure its effectiveness and alignment with the Company's policy and goals. • Acquire knowledge to ensure awareness and understanding of the Business Continuity Management System (BCMS) and the Business Continuity Plan. • Support the Crisis Management Team in regularly reviewing and updating the division's Business Continuity Plan and other related information. • Prepare employees within the division to ensure they are aware of crisis response preparedness. 	<p>the respective Functional Head according to the chain of command.</p> <ul style="list-style-type: none"> • Identify necessary resources to enhance operational efficiency and notify the BCM Core Team and the Special Support Team (SST).

9.6 Special Support Team (SST)

Members of the Special Support Team are responsible for supporting business activities arising from a crisis situation. Therefore, the execution of their duties under normal conditions must be temporarily suspended until the crisis is resolved or operations return to a normal state. Roles and responsibilities are clearly specified for both normal and crisis situations. The Special Support Team members are divided into 6 main groups as follows:

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- **Business Operation Group** Members consist of:
 1. Chief Corporate Officer (CCO)
 2. Chief Hospitality Group Officer (CHO)
 3. Chief Commercial Business Officer: CCBO
 4. Chief Project Development Officer: CPD
- **Crisis Communication Group** Member:
 - Chief Strategic Marketing & Sustainability Officer (CST)
- **Alternative Site and Transportation Group** Members consist of:
 - Head of Information Technology
 - Head of Administration
- **Purchasing in Crisis Group** Member:
 - Head of Procurement
- **Employee Experience Group** Members consist of:
 - Chief People Officer (CPO)
 - Head of HRBP – All BUs

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Special Support Team: SST	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> • Develop and review the Business Continuity Plan – Master to identify additional activities that may arise during a crisis. • Participate in scheduled testing and maintain the Business Continuity Plan to ensure its effectiveness and alignment with the Company's policy and goals. • Build understanding and awareness of the Business Continuity Management System structure and Business Continuity Plan to ensure effective execution during a crisis and to support the recovery of critical business activities within the defined Recovery Time Objective (RTO). • Prepare and identify transportation and alternative work sites, ensuring that the defined timeframes can be met. 	<ul style="list-style-type: none"> • When Business Continuity Management is activated, act as the team leader in executing various business continuity activities, including critical business activities, in accordance with the strategic direction defined by the Business Continuity Management Committee (BCMC) and the Business Continuity Plan – Master. • Report the current situation, issues, or incidents occurring during the activation of the Business Continuity Plan to the Business Continuity Management Committee. • During a crisis, coordinate periodically with the BCM Core Team. • Coordinate with relevant external agencies to request assistance (if necessary).

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9.7 Critical Person (CP)

Critical Person: CP	
Normal Situation	Crisis Situation
<ul style="list-style-type: none"> • Participate in scheduled testing and maintain the Business Continuity Plan to ensure its effectiveness and alignment with the Company's policy and goals. • Acquire knowledge to ensure awareness and understanding of the Business Continuity Management System (BCMS) and the Business Continuity Plan. 	<ul style="list-style-type: none"> • Follow instructions from superiors/supervisors regarding work management. • Execute operational procedures specified in the Business Continuity Plan - Division (BCP-D) according to the priority of critical business activities until the return to normal operations is declared. • Report issues encountered to the Business Recovery Team (BRT).

9.8 Incident Management Team (IMT), IT Disaster Recovery Team (IT DRT), and Non-Critical Persons

The roles and responsibilities of the **Incident Management Team (IMT)** and the **IT Disaster Recovery Team (IT DRT)** are specified in the **Incident Management Plan (IMP)** and the **IT Disaster Recovery Plan (IT DRP)**, respectively.

- However, their key roles and responsibilities regarding the Business Continuity Management Policy include:
 - **Participating in scheduled testing.**

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- **Maintaining and following operational procedures** specified in the **Business Continuity Plan - Division (BCP-D)** according to the priority of their critical business activities to ensure effectiveness and alignment with the Company's policy and goals.
- **Coordinating with the BCM Core Team** and periodically reporting issues encountered to superiors/supervisors until the return to normal operations is declared.
- **Non-Critical Persons** are responsible for:
 - **Monitoring news and updates.**
 - **Providing support and cooperation to relevant parties.**
 - **Performing their duties as appropriate and feasible.**
 - **Strictly complying with the Business Continuity Plan or received orders.**
- Management is responsible for implementing the Business Continuity Management Policy and continuously monitoring operational results, with support from the **Business Continuity Management Committee**.

10. Review and Amendment

This Business Continuity Management Policy shall be reviewed at least once a year, or when there is significant change in laws, regulations, governance standards, or the company's business context.

Any amendment, revision, or termination of this policy shall be proposed by Risk Management Committee and approved by the Board of Director prior to its promulgation.

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11. Effective Date

This Business Continuity Management Policy was considered and approved by Board of Directors' meeting no. 1/2019 on 22nd January 2019, and became effective from 22nd January 2019 onwards.

Subsequent amendments were made as follows:

First amendment: Pursuant to the resolution of the Board of Directors Meeting No. 2/2021 on 11th Mar 2021.

Second amendment: Pursuant to the resolution of the Board of Directors Meeting No. 1/2025 on 27th February 2025

Third amendment: Pursuant to the resolution of the Board of Directors Meeting No. 2/2026 on 26th February 2026

-----*Signature*-----

(Mr. Boontuck Wungcharoen)

Chairman of the Board of Directors

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