5.6 Business Continuity Management

Currently, businesses are rapidly changing and unpredictable. The ability to manage risks in crisis situations is crucial, ensuring that the company can continue operating. Business Continuity Management (BCM) aims to provide confidence that the company can manage its operations effectively, build customer trust, protect its reputation and image, and maintain core production activities during crises. This ensures stakeholders that the company is prepared and can continue operations regardless of the circumstances.

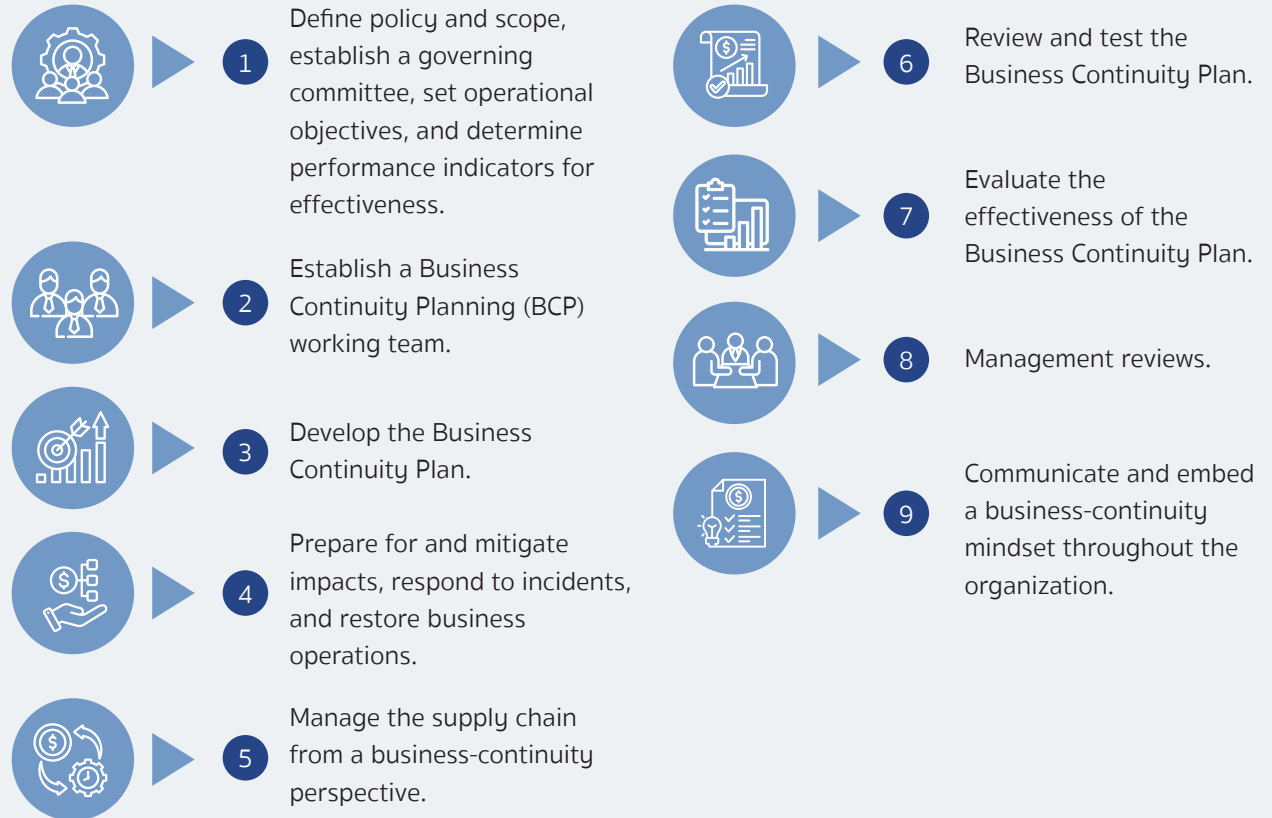## Business Continuity Management Policy

The company has established a Business Continuity Management Committee (BCM Committee) responsible for overseeing business continuity management and reporting to the Enterprise Risk Management Committee at the executive level. This policy focuses on developing a business continuity system according to international standards, requiring each business unit to create its own operational-level business continuity plans, including crisis management, crisis communication, and business continuity plans at both the unit and organizational levels. These plans must be interconnected in practice, tested, and continuously updated to ensure completeness, accuracy, relevance, and readiness in case of a crisis. Additionally, it promotes that management and employees in all units adhere to the business continuity management system by practicing, drilling, and continually updating plans as part of the organizational culture, known as SMART Culture, specifically the 'A' for Agility, which involves embracing new things, planning adaptability, and preparing for rapid changes to ensure continuous business operations in a volatile economic environment.

Management Approach

The company has adopted the ISO 22301 : 2016 Business Continuity Management standard as a framework to develop a 9 step business continuity plan that fits the organizational context. The Deming Cycle, or PDCA (Plan-Do-Check-Act) Cycle, a continuous quality management system, is used as a guideline for operational processes.

In 2024, the company continues to implement, drill, and review the established plans according to the following process:

1 Define policy and scope, establish a governing committee, set operational objectives, and determine performance indicators for effectiveness.

2 Establish a Business Continuity Planning (BCP) working team.

3 Develop the Business Continuity Plan.

4 Prepare for and mitigate impacts, respond to incidents, and restore business operations.

5 Manage the supply chain from a business-continuity perspective.

6 Review and test the Business Continuity Plan.

7 Evaluate the effectiveness of the Business Continuity Plan.

8 Management reviews.

9 Communicate and embed a business-continuity mindset throughout the organization.

The company's Business Continuity Plan (BCP) has been formulated according to the specified processes in the Quality Procedure manual and the document has been registered accordingly.

Objectives and Results of Operations

The Business Continuity Plan (BCP) Organization Chart includes the Business Continuity Management Committee at the organizational level, which is the same committee responsible for managing risk at the organizational level. This committee oversees the overall business continuity management, focusing on developing the system according to international standards. The committee is tasked with promoting compliance among executives and all employees with the business continuity management system, ensuring regular drills and continuous plan updates to embed these practices into the organizational culture. This aligns with the Agility component of the SMART Culture, preparing the organization for rapid changes and supporting the business continuity work groups at the business unit level. These groups are responsible for creating, testing, and updating the Business Continuity Plan (BCP) to ensure completeness, accuracy, currency, and readiness for crisis scenarios. The plan is reviewed at least annually or upon significant changes to ensure the effectiveness and efficiency of the established business continuity management system, and to maintain control and preservation of the unit's business continuity plan.

Objectives and Results of Operations

Based on the proportion of the company's sub-business include 6 factories, policies have been established, teams appointed, and comprehensive Business Continuity Plans (BCP) have been developed.

Business Continuity Plan (BCP Scenario Mock Drill)

Goals for 2024
100%

Performance 2024
100%

Business Continuity Plan