



Risk Management Committee Report

The Risk Management Committee of I.C.C. International Public Company Limited consists of Mr. Nathporn Chatusripitak as a Chairman, Mr. Thamarat Chokwatana, Mr. Yothin Suvannakate, Miss Yauwaluk Namakorn, Mrs. Duangrudee Milintanggul, Mr. Supalerk Cheewakoset, and Mr. Anute Pooaree as committee members.

At the Board of Directors meeting held on November 21, 2025, Surat Wongrattanapassorn Ph.D. resigned from his position as a member of the Risk Management Committee. Accordingly, Mr. Supalerk Cheewakoset was appointed as a replacement member, and one additional position was added with the appointment of Mr. Anute Pooaree as a member of the Risk Management Committee, with effect from December 1, 2025.

In 2025, the Risk Management Committee has focused on enhancing the efficiency and effectiveness of risk management at operational level, by implementing measures in terms of Operational Risk, IT Risk, Fraud Risk, Corruption Risk, personal data breach risk in accordance with the Personal Data Protection Act (PDPA) AD2019 Risk and Cybersecurity Risk, etc., formulating methods, establishing monitoring procedures and supporting tools to achieve target objectives, enabling personnel to perform their duties and to effectively mitigate the risks. In addition, the Company enhanced its sustainability operations in a more concrete manner by working with consultants to analyze sustainability-related risk factors and conduct gap analysis to support the determination of the Company's strategic direction and objectives, as well as integrating ESG considerations into the risk management process and corporate strategy development to ensure alignment with the business context.

The Risk Management Committee held a total of 12 meetings, with a sufficient quorum met in each session. The attendance details are as follows:

Name	Position	Number of Meetings Attended * (Total 12 per Year) (Onsite)
1. Mr. Nathporn Chatusripitak	Chairman of the Risk Management Committee	12
2. Mr. Thamarat Chokwatana	Risk Management Committee Member	11
3. Mr. Yothin Suvannakate	Risk Management Committee Member	12
4. Miss Yauwaluk Namakorn	Risk Management Committee Member	12
5. Mrs. Duangrudee Milintanggul	Risk Management Committee Member	12
*6. Mr. Supalerk Cheewakoset	Risk Management Committee Member	-
*7. Mr. Anute Pooaree	Risk Management Committee Member	-
*8. Surat Wongrattanapassorn Ph.D.	Risk Management Committee Member	12

Note: *6,*7 Appointed as Risk Management Committee , with effect from December 1, 2025.

*8 resigned from his position as a member of the Risk Management Committee, with effect from December 1, 2025.

* The number of meetings is based on the year of service of the directors, counted from the date of the first Board of Directors meeting following the annual shareholders' meeting, which regularly falls in April of every year (and does not align with the calendar year).

To discuss the following matters

1. To review and assess the Charter of the Risk Management Committee to ensure its alignment, appropriateness, and effectiveness in supporting efficient and effective risk management.

2. To provide opinion and scope of the corporate risks which are Operational Risk, IT Risk, Fraud Risk, Corruption Risk, Personal Data Protection Risk, risk from external factors: such as Sustainability Risk (ESG), Artificial Intelligence Technology Risk, and risks from changes in consumer behavior and demand, currency fluctuation, financial risks, as well as risk of impact from competitors, changing market trend to a more vigorous online market, and risk from climate change, etc.

3. To appoint a risk management working committee to ensure that the Company's risk management across various areas covers all functions effectively and is aligned with the internal risk management performance assessment system.

4. To monitor and support the Management in analysis of external and internal factors that may have impact on corporate operations, respectively adjusting procedures to be consistent to such changes, and reducing risks accordingly.

5. To report operation result to the Audit Committee and the Board of Directors on a regular basis.

The Risk Management Committee is assured that the Company has efficient risk management in conformance to our internal control system and good corporate governance.

(Mr. Nathporn Chatusripitak)

Chairman of Risk Management Committee