

# Enterprise Risk Management Training

To foster a **risk-aware organizational culture**, the company continuously promotes risk management awareness and knowledge across all levels of personnel. This is achieved through various actions, including **training sessions, meetings, internal communications**, and **educational activities**. The core target groups include:

- Members of the Board of Directors
- Executives
- Employees

Furthermore, the company is continuously enhancing and refining training and knowledge dissemination to ensure greater clarity, broader coverage, and have a proper supporting evidence.

The company promotes understanding of risk management among the Board members and executives through various activities that emphasize active engagement, sharing strategic dialogue, and continuous monitoring of key risk issues. In addition, emerging and significant risk trends are regularly communicated through the following channels:

- Onboarding Training for new Risk Management Committee (RMC) Members  
This program is designed to enhance the understanding of newly appointed RMC members regarding their roles, responsibilities, and the organization's risk management processes, as well as to provide an overview of key enterprise risks.

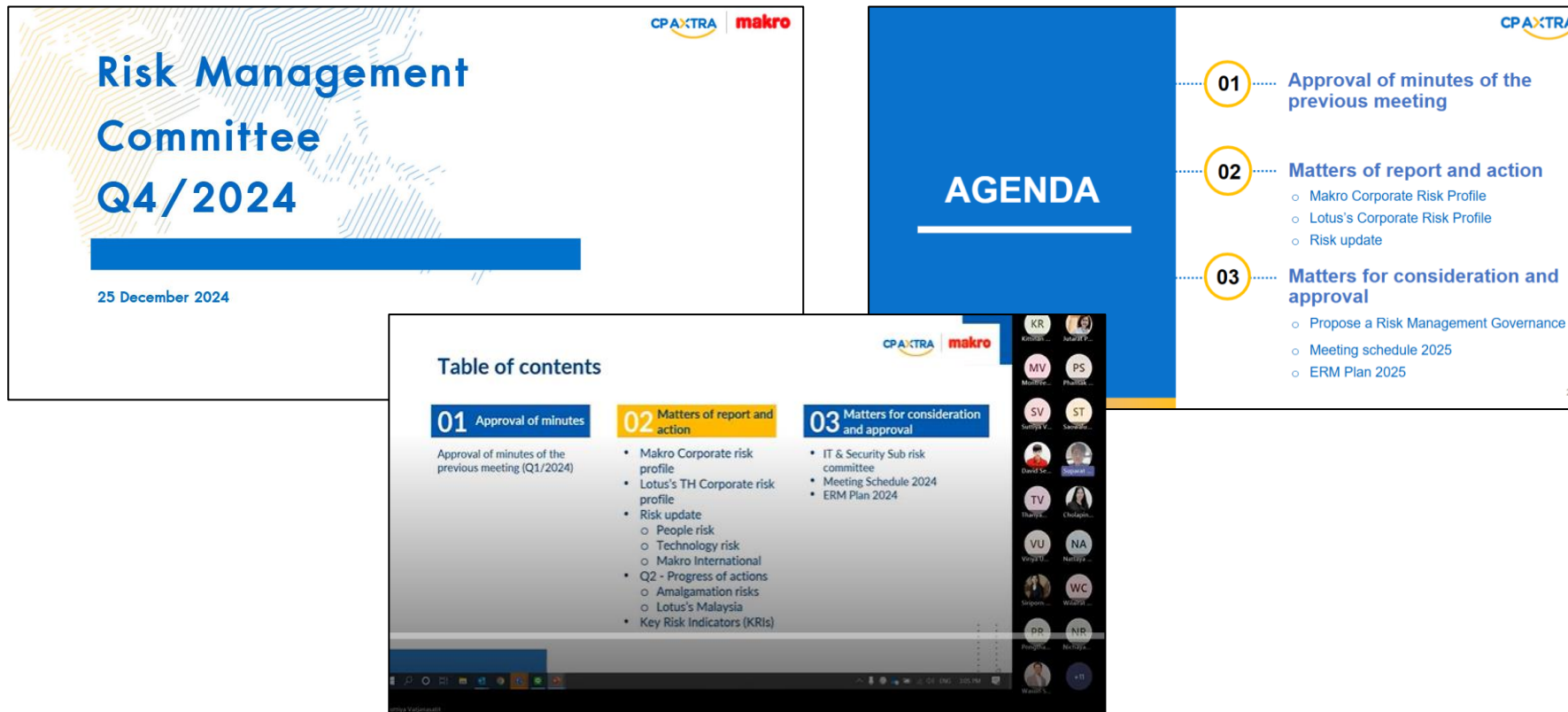


## Risk Management – Key agendas

1. Approval of minutes of the previous meeting
2. Matters of report and action
  - CP Aextra Risk Profile
  - Sub-Committee Risk Profiles
  - Risk update
3. Matters for consideration and approval
  - Meeting schedule 2025
  - ERM Plan 2025

- **Risk Management Committee (RMC) Meeting**

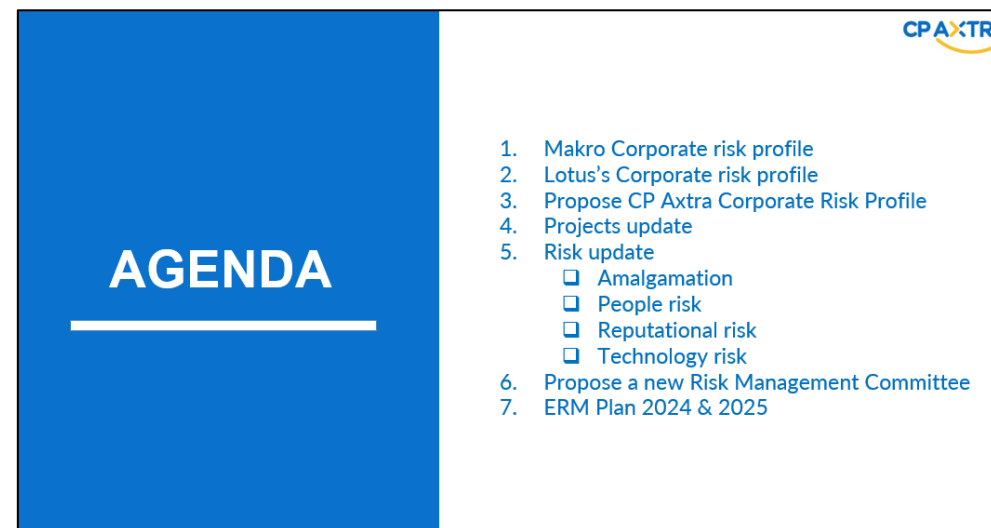
The Corporate Risk Profile, Top Risks, Key Risk Indicators (KRIs), risk trends, and the status of risk control measures are presented on a **quarterly basis** (on April 4, July 5, October 15, and December 25, 2024). This ensures that the Board members and executives are kept informed of key risks and emerging trends, enabling them to provide strategic input and monitor the effectiveness of risk management initiatives.



The screenshot displays a Zoom meeting interface with three slides visible. The top-left slide is titled "Risk Management Committee Q4/2024" with the date "25 December 2024" and logos for CPA XTRA and makro. The top-right slide is titled "AGENDA" and lists three items: 01 Approval of minutes of the previous meeting, 02 Matters of report and action (including Makro Corporate Risk Profile, Lotus's Corporate Risk Profile, and Risk update), and 03 Matters for consideration and approval (including Propose a Risk Management Governance, Meeting schedule 2025, and ERM Plan 2025). The bottom slide is titled "Table of contents" and lists the same three items with more detail: 01 Approval of minutes (Approval of minutes of the previous meeting (Q1/2024)), 02 Matters of report and action (Makro Corporate risk profile, Lotus's TH Corporate risk profile, Risk update including People risk, Technology risk, Makro International, Q2 - Progress of actions, Amalgamation risks, Lotus's Malaysia, and Key Risk Indicators (KRIs)), and 03 Matters for consideration and approval (IT & Security Sub risk committee, Meeting Schedule 2024, and ERM Plan 2024). A vertical list of participant avatars is visible on the right side of the Zoom window.

- **Audit Committee Meeting**

Risk information with potential impact on strategy or internal control is presented on **a quarterly basis** (on February 14, April 25, July 25, and October 24). These sessions include joint discussions in cases where risks have materialized or are anticipated, as well as knowledge sharing and recommendations on risk management practices.





- **STAR Functional Training Program**

The program is organized to prepare **potential employees** for future senior leadership roles by fostering an understanding of the risk management framework, their role in supporting the risk management system, the alignment of strategic planning with the company's Risk Appetite, and the use of Key Risk Indicators (KRIs) as tools for monitoring performance.



## CONTENTS

- 1 Introduction**
  - Objective and expected outcome
  - What is a risk?
- 2 Knowledge Sharing**
  - Share a risk management knowledge.
  - Show a video clip of an overview of risk management principles and their relevance in the context of retail operations.
- 3 Wrap-up**
  - Wrap-up: show a video clip of an overview of risk management principles and their relevance in the context of retail operations.
- 4 Quiz and Q&A Session**
  - Conduct a quiz with multiple-choice questions.
  - Open the floor for questions, comments, and reflections from participants.



## Risk Awareness and Education for Employees

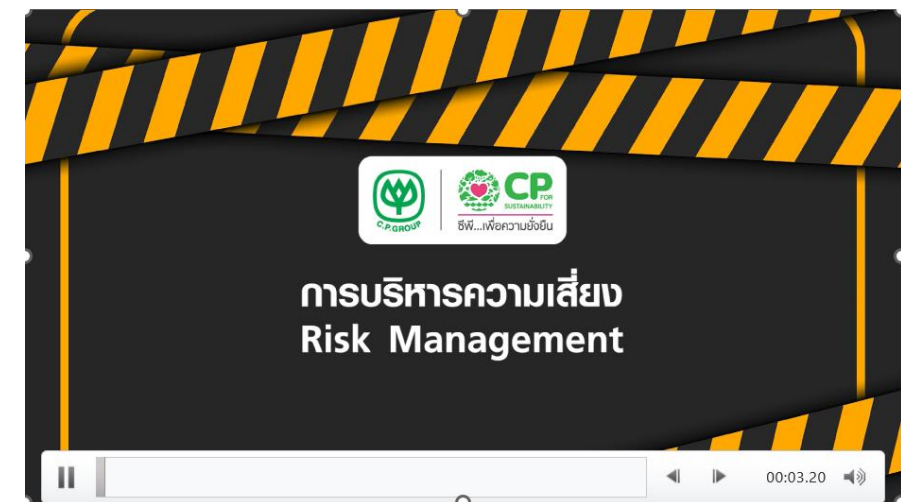
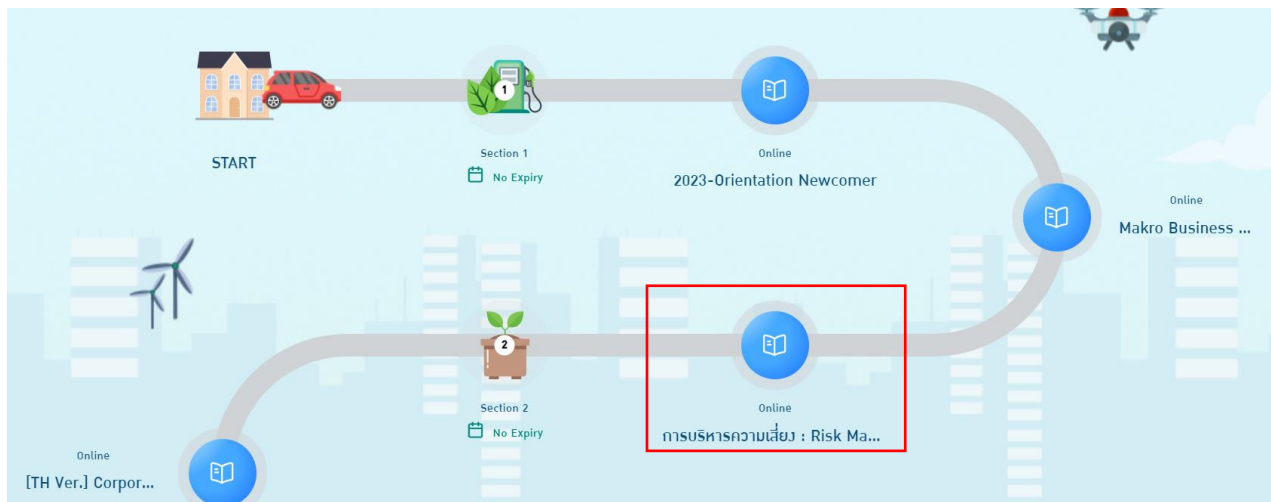
The company promotes risk management knowledge and awareness among general employees through accessible and contextually appropriate channels. This ensures employees recognize their role in risk management and can apply risk principles in their daily work. The key approaches include:

### Risk Management Framework Training during New Employee Orientation

Basic training covering fundamental risk management concepts, organizational roles and responsibilities, and employee involvement in risk assessment and control.

### Development of Online Educational Videos (Intranet / e-Learning)

Short videos are disseminated that explain risk management principles, the importance of monitoring Key Risk Indicators (KRIs), and examples of common workplace risk scenarios, enabling employees to learn by themselves anytime, anywhere.



CPA > XTRA

