



## Risk Management Policy

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Pinthong Industrial Park Public Company Limited

Revision No. 1 Approved on 24 February 2026 (BOD 2/2026)

## Risk Management Policy

Pinthong Industrial Park Public Company Limited and its subsidiaries (the “Company”) place importance on good corporate governance, recognizing that risk management is a key component in supporting business operations to be stable, transparent, and sustainable. The Company has therefore adopted the COSO Enterprise Risk Management (COSO ERM) framework, which emphasizes a proactive approach to risk management, as a guideline for managing risks across the organization in a systematic and effective manner. The Company’s Risk Management Policy aims to establish principles and guidelines for identifying, assessing, controlling, and monitoring risks that may affect the achievement of the Company’s objectives. Such risks shall cover all dimensions, including strategic, operational, financial, compliance, as well as sustainability (ESG) risks.)

The Company is committed to promoting awareness among executives and employees at all levels regarding their roles and responsibilities in risk management, considering it an integral part of daily operations. This is to ensure that risks are managed within an acceptable level (Risk Appetite) and to support the Company in achieving its business objectives efficiently, while fostering confidence among all stakeholders in the long term.

### 1. Objectives

- 1.1 To establish the framework and guidelines for enterprise risk management in a systematic manner, aligned with international standards, including the COSO Enterprise Risk Management (COSO ERM) framework, and covering all aspects of the Company’s business operations.
- 1.2 To support the achievement of the Company’s objectives and strategies by identifying, assessing, and effectively managing risks that may impact business operations.
- 1.3 To control and mitigate risks to remain within an acceptable level (Risk Appetite), while minimizing potential losses and impacts on the Company, its stakeholders, and the environment.
- 1.4 To promote good corporate governance and transparent management by supporting the establishment of appropriate internal control systems in compliance with applicable laws, rules, regulations, and relevant standards.

1.5 To foster a risk management culture throughout the organization, ensuring that executives and employees at all levels are aware of, understand, and continuously participate in risk management in accordance with their roles and responsibilities.

## **2. Scope of Application**

This Policy shall apply to all operations of the Company, including all departments, as well as executives, employees, staff, and relevant stakeholders who have roles in managing and supporting the Company's business processes.

## **3. Roles and Responsibilities of the Risk Management Framework**

The Company adopts the Three Lines of Defense (3LOD) framework as a guideline for governance, risk management, and internal control, with the objective of clearly defining the roles and responsibilities of each function, establishing appropriate checks and balances, and promoting effective, transparent, and consistent risk management, governance, and operations across the organization.

### **3.1 Board of Directors**

The Board of Directors shall establish policies and oversee the overall risk management of the organization to ensure that business operations are conducted prudently, transparently, and in alignment with the Company's long-term strategic direction. The Board shall approve the risk management policy and framework, consider the adequacy of the risk management and internal control systems, monitor significant risks and their impacts on the organization, and review and approve the disclosure of risk and sustainability information to ensure completeness, accuracy, and appropriateness.

### **3.2 Risk Management Committee**

The Risk Management Committee shall establish the framework, guidelines, and processes for enterprise risk management covering all dimensions, including determining the Company's Risk Appetite and Risk Tolerance, and overseeing the effective implementation thereof. The Committee shall monitor and assess the overall risk profile and regularly report key issues and recommendations to the Board of Directors.

### **3.3 Risk Management Working Team**

Drive the enterprise risk management process in accordance with the established framework by consolidating, analyzing, and preparing enterprise-level risk information (Risk Profile / Risk Register), monitoring the progress of risk mitigation measures, and assessing residual risks. This includes coordinating with relevant departments and supporting the development, review, and testing of the Business Continuity Plan (BCP). The Company shall appoint employee representatives serving as Risk Champions in each department to participate in the risk management working team, acting as key mechanisms in driving risk management within their respective units.

### **3.4 Risk Owner / Line Function**

Be responsible for managing risks within their respective scope of duties by identifying, assessing, and implementing risk control measures in alignment with the organization's risk appetite. This includes continuously monitoring and assessing residual risks, integrating risk management into day-to-day operations, reporting risk status and significant incidents to management and the risk management working team, and developing and testing the Business Continuity Plan (BCP) for critical processes within their respective functions.

## **4. Guidelines**

The Company requires that risk management be an integral part of the normal operations of all departments. Executives and employees at all levels shall strictly comply with the guidelines set out in the Company's Risk Management Manual to ensure that risk management is conducted in a systematic manner, under a consistent standard across the organization, and in alignment with the Company's risk management framework. The key processes are as follows:

4.1 Define Objective categorized into the following 5 (five) areas:

- Strategic Objectives
- Operations Objectives
- Reporting Objectives
- Compliance Objectives
- ESG Objectives
- Emerging Risk Objectives

#### 4.2 Risk Identification

Relevant departments shall identify, analyze, and assess risks within their respective processes, and establish appropriate control or risk mitigation measures in accordance with the acceptable level of risk. Such activities shall be conducted with reference to the criteria, methodologies, and tools specified in the Risk Management Manual, including the preparation of a Risk Register, risk assessment, and the establishment of Key Risk Indicators (KRIs).

#### 4.3 Risk Assessment Process

Risk analysis and assessment shall be conducted by considering both impact and likelihood in accordance with the criteria prescribed by the Company, in order to prioritize risks (Risk Prioritization).

#### 4.4 Risk Treatment

Appropriate risk response strategies shall be determined in alignment with the Company's Risk Appetite and Risk Tolerance. The responsible risk owner shall analyze available risk management options and systematically establish a Risk Treatment Plan.

#### 4.5 Monitoring and Reporting

Risk status and performance results shall be reported to management and the risk management working team in accordance with the prescribed reporting intervals. Significant risk events shall be reported without delay in order to enable timely management and mitigation of potential impacts

### 5. Monitoring and Review of the Risk Management Process

5.1 The risk management process shall be regularly monitored and reviewed to ensure that risk management activities remain appropriate, effective, and aligned with the evolving business environment. Such review shall cover the policy framework, operational procedures, risk assessment tools, and the effectiveness of risk control measures.

5.2 Continuous review and improvement of the Risk Management Manual shall be promoted, taking into consideration changes in internal and external factors, such as organizational strategy, emerging technologies, applicable laws and regulations, as well as emerging risks, in order to ensure that the risk management process remains up to date and capable of effectively addressing future challenges.

5.3 The enterprise risk management process shall be assessed and reviewed at least once annually, or upon the occurrence of any significant event that may materially impact the organization. Such

assessment may include reviews conducted by internal functions or independent auditors to ensure the effectiveness of the risk management and internal control systems.

5.4 Emphasis shall be placed on enhancing knowledge, understanding, and participation of executives and employees at all levels through communication, training, and knowledge sharing, in order to continuously foster a risk management culture and integrate it into all organizational processes.

## **6. Communication and Awareness on Business Continuity Management**

The Company shall communicate the Business Continuity Management Policy to executives, employees, staff, and relevant stakeholders, who shall acknowledge and strictly comply with such policy. The Company shall oversee that the operations of each department are aligned with the Company's business continuity management approach. In addition, the Company shall continuously promote and develop the knowledge, understanding, and skills of personnel to ensure readiness to effectively and properly implement the Business Continuity Plan (BCP).

## **7. Risk Management Culture**

The Company places importance on establishing a risk management culture as an integral part of operations at all levels of the organization, based on the principles of good corporate governance, accountability, and participation of personnel across all functions. The Company adopts Key Risk Indicators (KRIs) as a key tool for monitoring risk status and providing early warning signals, enabling timely and effective risk management, and aligning KRIs with performance measurement (KPI).

The role of Risk Champions is supported, with promotion of cross-functional information sharing and the creation of an environment conducive to knowledge exchange, together with openness to reviews by both internal and external audit functions. Feedback and recommendations shall be utilized to continuously develop, improve, and strengthen risk management practices in a transparent manner.

The role of the Internal Audit (IA) function is supported in providing independent assurance on the effectiveness of the organization's risk management and internal control systems under the Three Lines of Defense (3LOD) concept, whereby operational units act as risk owners (First Line), governance functions establish frameworks and monitor (Second Line), and Internal Audit (IA) performs independent review and

assessment (Third Line). The Internal Audit function shall support the enhancement of the risk management process through constructive recommendations and best practices.

This Risk Management Policy (Revision No. 1) shall be effective from 24 February 2026, by the approval of the Board of Directors at its Meeting No. 2/2026.

- Mr. Prasan Tanprasert -

Chairman of the Board of Directors

Pinthong Industrial Park Public Company Limited