

## Enterprise Risk Management Policy

In today's dynamic business environment, organisations are increasingly exposed to uncertainty arising from both internal and external factors. These uncertainties may lead to events that represent risks or opportunities. While risks may negatively impact the achievement of objectives, opportunities serve as key drivers that create and enhance corporate value. Therefore, risk management is a critical tool for preventing, maintaining, and empowering organisations to meet their objectives and goals. Furthermore, risk management is an essential component of Good Corporate Governance and a foundation for Sustainability Development. It promotes transparency, efficiency, and accountability in all business processes, thereby enhancing the Company's reputation and creating long-term value for stakeholders. The Company is committed to implementing these practices under the collective responsibility of the Board of Directors, management, and all employees.

Sansiri Public Company Limited and its subsidiaries ("the Company") are committed to implementing comprehensive enterprise risk management across the organisation in accordance with good practices and international standards. The Company has adopted the Enterprise Risk Management – Integrating with Strategy and Performance framework developed by COSO (The Committee of Sponsoring Organisations of the Treadway Commission) as a guideline for managing risks. This framework serves as a tool in increasing the opportunity for business success while reducing potential failures, losses, and uncertainties in the Company's performance.

The Company's risk management covers all types of risks that may affect operations and the achievement of organisational objectives, including strategic, financial, operational, compliance, and sustainability-related risks, covering environmental, social, and governance (ESG) factors that impact on the organisation's long-term value. The Company is committed to the systematic and continuous integration of risk identification, assessment, analysis, and management to ensure comprehensive risk mitigation across all dimensions, in accordance with the following fundamental principles:

- 1) Risk management is not a separate activity from the organisation's core operations or processes. It is an integral part of corporate governance, strategic planning, and reporting processes, both at the operational and strategic levels.
- 2) Risk management helps create and protect organisational value, supporting the achievement of corporate objectives through the continuous development and improvement of risk management processes.
- 3) Risk management is embedded in the decision-making process, enabling decision-makers to clearly identify alternatives, prioritise actions, and pursue the most effective and efficient course of action.
- 4) Risk management provides a structured approach for addressing uncertainty, allowing the organisations to establish control systems that enhance opportunities for returns and reduce the likelihood of losses through risk management process.

- 5) Risk management follows a systematic and consistent approach across the organisation. It involves ongoing review of activities, monitoring of emerging or evolving risks, and flexible, timely responses to internal and external changes.
- 6) The risk management process is conducted in a transparent and participatory manner, engaging both internal and external stakeholders. Decision-making should incorporate diverse perspectives to ensure that risks are appropriately assessed and managed.
- 7) The Company shall review and update its Risk Management Policy at least once a year, or whenever there are significant changes that may impact risk management framework or practices.

All business activities of the Company inherently involve certain levels of risk that may hinder the achievement of corporate objectives. However, when such risks remain within a level that the Company can effectively manage while still achieving its goals, this level is referred to as the “Risk Appetite.”

The Risk Appetite is determined by the Sub-Risk Management Committee and approved by the Risk Management Committee, which is authorised by the Board of Directors to oversee the Company’s risk management framework and activities.

The Company has established its risk appetite in accordance with the Risk Assessment criteria. Risks that are assessed at a **Low** are considered within the Company’s Risk Appetite, though they must still be monitored and controlled to prevent escalation to higher levels. Conversely, risks assessed as Medium to Extreme are deemed to exceed the Company’s Risk Appetite, and therefore require additional management actions, monitoring, and mitigation to reduce their potential impact on the organisation.

This Policy has been considered and approved by the Board of Directors at the meeting No. 9/2025 on 16 December 2025 and shall enter into force from 16 December 2025 onwards.



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Mr. Apichart Chutrakul  
Chairman  
Sansiri Public Company Limited