

Risk Management Policy and Guidelines	Effective Date: 16 January 2026
	Revision No. 2/2026
Responsible Unit : Risk Management Department	Document No. CG & Risk/01

Risk Management Policy and Guidelines

HaadThip Public Company Limited and its subsidiaries ("the Company") recognize the importance of implementing a systematic Enterprise Risk Management (ERM) framework that comprehensively covers sustainability risks (ESG), quality risk management (QRM), and cyber security risks, all of which are integral components of good corporate governance and critical to achieving the Company's strategic objectives and ensuring sustainable growth. The Company has established a systematic and continuous process to identify, assess, analyze, manage, control, and monitor risks in alignment with the business context, in order to support the achievement of strategic objectives, ensure operational effectiveness, and promote sustainable long-term growth.

To enhance the effectiveness of risk management, the Company has established a defined Risk Appetite aligned with business objectives and strategic direction, together with the formulation of Key Risk Indicators (KRIs) as tools for regular monitoring, assessment, and surveillance of significant risks. This policy supports effective decision-making, strengthens confidence among investors and stakeholders in the Company's risk management practices amid an evolving business environment, and mitigates the impact of uncertainty through preparedness, contingency planning, and timely and appropriate responses to risk events.

Accordingly, the Company establishes the Enterprise Risk Management Policy and Guidelines as follows:

1. Enterprise Risk Management shall be a shared responsibility of the Board of Directors, management, and employees at all levels. All parties are required to possess appropriate knowledge, understanding, and awareness of the risks associated with their respective duties, and to give due importance to the identification, assessment, and implementation of risk mitigation plans to ensure that risks are managed within the Company's acceptable risk level in a consistent and aligned manner across all business units.
2. The Company shall develop and continuously enhance its risk management processes in alignment with internationally recognized standards and best practices, to ensure that risk management is effective, systematic, consistent, and implemented in a unified direction across the entire organization.
3. All business units are encouraged to integrate risk management processes into strategic planning, objective setting, and performance target formulation, including the consideration of risks and opportunities that may impact the Company's vision and mission, in order to enhance operational excellence and strengthen confidence among relevant stakeholders.
4. To prevent and mitigate potential impacts, damages, or losses arising from business operations, supervisors and management at all levels shall establish appropriate risk prevention and mitigation measures, as well as to continuously and regularly monitor, review, and evaluate the effectiveness of risk management practices.

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5. The Company shall leverage information technology systems and modern tools to support the enterprise risk management process and shall establish effective communication channels to ensure that employees at all levels have comprehensive, accurate, and timely access to risk management information.
6. The Risk Management function shall be responsible for coordinating, monitoring, and reviewing risk assessments and risk mitigation plans of all business units, as well as preparing consolidated reports on the status, progress, and outcomes of risk management for submission to the Corporate Governance and Risk Management Committee for acknowledgement and consideration, as appropriate.

Effective as of 16 January 2026

Announced on 16 January 2026

Major General



(Patchara Rattakul)
Chief Executive Officer