

## **Risk Management Policy**

Amata VN Public Company Limited, its associates, subsidiaries, and affiliates (the Company) recognize that effective risk management will enable the Company to respond to challenges and changes at a rapid pace in the current environment. It also reduces the impact that may hinder the achievement of the organization's goals and strengthens the business to grow steadily. The Company therefore focuses on risk management and embeds risk management principles as part of the corporate culture to systematically manage risk throughout the supply chain and encourage the organization to achieve its objectives according to its mission, vision, and values and comply with the enterprise-wide risk management framework (COSO ERM 2017) and other relevant standards to enable all processes to operate with transparency and efficiency and bring business opportunities that enhance the added value for the Company and its stakeholders sustainably.

### **Definitions**

**Risk** refers to an event that may occur under uncertain circumstances and may affect the achievement of both positive and negative business strategies and objectives.

**Risk management** refers to a systematic and continuous operational process to help the Company reduce the likelihood of damage or the severity of the impact. The level and magnitude of damage that will occur is at an acceptable level, assessable, controllable, and systematically verifiable, and it is important to take into account the achievement of the objectives or goals of the organization.

**Risk Response** refers to considering the right approach to manage risk to an acceptable level based on the opportunity and the impact, and it is important to take into account the cost-effectiveness of risk management.

**Risk Capacity** refers to the maximum amount of risk an organization can take in pursuing its strategy and achieving its business objectives.

**Risk Appetite** refers to the number or types of risks that an organization decides to accept or reject, retaining its ability to achieve its objectives and goals.

**Risk Owner** refers to the person or entity responsible for the risk, whose responsibilities are to respond to the risk, develop indicators to review the risk, and monitor, supervise, and ensure that operations and decisions are made in accordance with risk management measures.

**Risk Tolerance** refers to the range of sizes or amounts of risk impacts accepted by an organization after implementing the risk management protocol while retaining the ability to achieve the organization's objectives and goals.

**Impact** refers to the outcome or effect of risks on the Company or on stakeholders, either in monetary or non-monetary form, arising from the conduct of business activities and the performance of both positive and negative duties, if such risks arise.

**Risk Treatment** refers to measures, methods, or approaches established by an organization to address specific risks or respond to risks. The highest-rated risks should be addressed urgently using various response methods, including Terminate/Avoid Risk, Transfer/Share Risk, Treat/Reduce Risk, and Take/Accept Risk.

**Risk Profile** refers to an organization's holistic risk appetite or business viewpoint used by management to determine the type, severity, and linkages of risks to each other, as well as their impact on the effectiveness of strategic operations and business objectives.

**Likelihood** refers to the likelihood of an event occurring by considering past, present, or foreseeable event statistics.

## **Practices**

The Company defines risk management as the responsibility of employees at all levels who must be aware of operational risks throughout the value chain and in the operational procedures in their units. The risk management practices are as follows:

- 1) Identify and analyze risks (risk identification) that will affect the achievement of the organization's objectives by considering the business environment to cover all risk factors of the organization, including the risk that has occurred, the current risk, and potential new risks (emerging risks).
- 2) Assess and prioritize risk (risk prioritization) to cover organizational risks and opportunities such as strategic risks, operational risks, financial risks, economic risks, corruption risks,

compliance risks, image and reputation risks, environmental, social, and governance risks (ESG Risk), technology risks and cyber security risks.

- 3) Determine the risk appetite statement and the risk appetite level of the organization.
- 4) Establish criteria, measures, and risk treatment that reduce the impact and/or likelihood of a risk event to an acceptable level, covering the scope of acceptable risk capacity, determination of desired risk-level goals, and key risk indicators (KRIs).
- 5) Establish a risk management plan for the organization that is linked to the vision, mission, objectives, core values and acceptable levels of risk, as well as providing a business continuity management (BCM) system to address key risks.
- 6) Provide adequate and appropriate information systems using the best available information, clearly and timely, to be integrated with analysis, assessment and risk management for decision-making purposes.
- 7) Manage risks by responding appropriately to the severity of the risk and controlling the risk to an acceptable level.
- 8) Monitor, supervise, evaluate, and manage risks continuously and regularly or in case of significant changes in the business environment.
- 9) Communicate risk information and risk management guidelines to raise awareness among employees and relevant stakeholders through various channels throughout the organization.
- 10) Regularly report the results of risk assessments, the effectiveness of management measures, and the performance of risk management to the management and the Board of Directors, including disclosing them to regulatory authorities or relevant stakeholders as required.
- 11) Review and improve corporate risk management in conjunction with operational plans and business strategies in accordance with the business environment and context, including relevant laws, regulations, policies, and standards.
- 12) Encourage the adoption of risk management systems as part of the Company's decisions, strategic planning, plans, and operations in order to achieve the objectives and goals of the established strategy.

13) Encourage a culture of risk management in the organization by encouraging employees at all levels to have knowledge, understanding, conscience, and joint responsibility for risk management and integrate risk management processes in management processes and practices throughout the Company.

### **Duties and Responsibilities**

To ensure that this policy will be implemented throughout the organization and with clear supervision. The Company therefore determines the duties and responsibilities of individuals or departments within the organization as follows:

#### Board of Directors

- 1) Consider approving and reviewing risk management policies appropriate to the business context, reviewed at least once a year or when appropriate.
- 2) Consider approving and reviewing the risk criteria, risk appetite, risk tolerance, and risk management strategies.
- 3) Supervise the risk management, efficiency, and adequacy of internal controls to be effective, including business operations in accordance with the organization's strategy and in accordance with the law. Relevant regulations, regulations, policies and guidelines, as well as encouraging the concrete implementation of this policy.
- 4) Consider giving opinions on the management of key corporate risk issues to supervise and ensure timely action.
- 5) Encourage and support management to recognize and value risk management and cultivate it into a corporate culture.

#### Corporate Risk Management Working Group

- 1) Establish a risk management framework, indicators, and an organizational risk management plan that aligns with business strategy and objectives.
- 2) Determine the risk criteria, risk appetite, and risk tolerance to suit the business context.

- 3) Establish an independent organizational structure with responsible persons and clear responsibilities and roles, while allocating appropriate and adequate resources.
- 4) Provide an effective and adequate internal control, internal audit, and organizational risk management systems.
- 5) Consider screening the Company's key risks at the corporate level that are consistent with the Company's business direction and cover risks in the supply chain and risk management measures to control and prevent risks to an acceptable level.
- 6) Monitor and evaluate the performance of risk management measures and improve the operational plan to reduce risks continuously and appropriate to the business conditions.
- 7) Report the results of risk assessments and risk mitigation operations to the Risk Management Committee on a regular basis.
- 8) Promote awareness and disseminate knowledge about risks and risk management to personnel at all levels of the Company and create a corporate culture of risk management by integrating into operations and performance appraisals.
- 9) Provide a business continuity management (BCM), emergency response plan (ERP), business continuity plan (BCP) to address significant risks.
- 10) Develop and review the internal control system, risk management, and policy violation monitoring processes to be effective and sufficiently concise, as well as informing and following up with relevant agencies to make improvements and corrections regularly.
- 11) Review risk management policies in accordance with relevant laws, regulations, and practices.

#### Executives of Risk Ownership Agencies

- 1) Identify, analyze, evaluate, plan, and establish risk management measures in the area of responsibility as a risk owner.

- 2) Monitor changing environmental factors or the likelihood that the plan will not be successful, including the actual occurrence of risk events, and always update the risk management plan to be effective.
- 3) Manage risk management to an acceptable level and in accordance with the business context, objectives, goals, and strategies of the organization.
- 4) Monitor, evaluate, and update the operational plan to reduce risks continuously and appropriately to the business conditions, and regularly report the risk status and progress of risk management measures to the relevant departments and executives.
- 5) Communicate, implement, monitor, control, and supervise risk management within the department in accordance with the risk management plan and at an acceptable level.
- 6) Communicate to employees at all levels the importance of risk management and cultivate it into a corporate culture, as well as encouraging effective risk management cooperation.

#### Departments or Individuals Responsible for Risk Management

- 1) Develop tools and establish procedures related to risk management so that risk owners can identify, assess, monitor, and control risks in the same manner throughout the organization.
- 2) Establish a process for disclosing, collecting, and preparing complete and clear risk profile.
- 3) Review the risk profile and effectiveness of the organization, as well as updating the risk management operation plan in accordance with the changing environment or the likelihood that the plan will not be achieved.
- 4) Follow up and collect information to prepare corporate risk management reports and report the results of policy compliance to the Board of Directors, management, or relevant departments on a timely basis, including disclosing risk management information in accordance with the regulatory authorities.

- 5) Evaluate the key risk factors of the organization in line with the Company's business direction and risks in the business chain in a complete and well-rounded manner, and suggest ways to prevent and reduce the level of risk to an acceptable level.
- 6) Develop and review the internal control system, risk management, and policy violation monitoring processes to be effective and sufficiently concise, as well as informing and following up with relevant agencies to make improvements and corrections regularly.
- 7) Communicate and raise awareness, understanding, and develop skills and competencies, including motivating risk management for employees on an ongoing basis, as well as coordinating and providing support to risk owners.
- 8) Review risk management policies in accordance with relevant laws, regulations, and practices.

#### Employees

- 1) Learn, understand, and comply with laws, rules, regulations, policies, and relevant standards.
- 2) Implement risk control measures and report risks that may affect the performance of duties or occurrences in risk management to the supervisor.

#### Internal Auditors

- 1) Review the risk management process to ensure that the Company has effective, appropriate, and adequate risk management (Risk-based Audit).
- 2) Review the department's control activities and communicate with the management, as well as making recommendations and commenting on the internal audit results to the management and the Board of Directors.

#### **Communication and Training**

The Company provides appropriate communication of risk management policies through training, orientation, meetings, or activities in various forms that are appropriate for the directors,

executives, employees, subsidiaries, associates, other companies that the Company has control over, as well as evaluating their effectiveness for continuous improvements.

### **Whistleblowing**

Those who see an action that qualifies as a violation of this policy must complain or report it according to the procedures of the whistleblowing policy. The complainant or whistleblower will be protected, and the information will be kept confidential without impacting their position or compensation, both during the investigation and after the completion of the process.

### **Penalty**

The risk management policy is considered as part of the discipline of the work. Directors, executives, and employees who do not comply will be investigated and considered for disciplinary action in accordance with the Company's regulations, charters, and related laws. This may include dismissal. In the event of an investigation, all employees must fully cooperate with internal and external agencies.

In the meantime, the Company will not demote, punish, or adversely affect directors, executives, and employees who reject actions intended to violate this policy, even if such actions cause the Company to lose business opportunities.

Therefore, this notification is announced for acknowledgment and thorough observance.

Announced on February 25, 2025.

- Signature -

(Dr. Apichart Chinwanno)

Chairman of the Board of Directors