



KCE Electronics Public Company Limited

Corporate Risk Management Policy



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Content

	Page
1. Introduction	1
2. Enterprise Risk Management Practices	1
3. Roles, Duties, and Responsibilities	1
4. Monitoring and Review	2

Enterprise Risk Management Policy

1. Introduction

The Board of Directors of KCE Electronics Public Company Limited recognizes the importance of enterprise-wide risk management (Enterprise Risk Management: ERM) within the management and operational systems that are vital to achieve the organization's defined objectives effectively and efficiently. The Board has resolved to appoint the Risk Management Committee and the Risk Working Team, respectively, to oversee the operations of all departments within the organization in accordance with good corporate governance principles and to support the successful implementation of enterprise-level risk management.

To ensure the effectiveness of risk management, the Company has established the following operational guidelines:

2. Enterprise Risk Management Practices

- 2.1. The Company establishes a risk management framework and risk management processes that are easy to understand and can be effectively applied throughout the organization. The Company adopts the principles of enterprise risk management based on the COSO framework to ensure that its risk management system aligns with international best practices.
- 2.2. The Company's risk management practices are reviewed and approved by the Board of Directors.
- 2.3. Once approved, the Company's risk management practices are communicated to all employees for implementation, with support from the Risk Management Committee.
- 2.4. The Company's risk management practices must be reviewed and updated annually.
- 2.5. All company personnel are involved in the implementation of the risk management practices to their operation processes and activities, and ensure that all risks are managed under adequate and appropriate internal controls.

3. Roles, Duties, and Responsibilities

- 3.1. The Corporate Governance Committee and the Risk Management Committee are responsible for acknowledging, reviewing, and continuously monitoring the Company's risk management to ensure that the company's risk management is adequate and appropriate. They also provide support to units involved in risk management operations.
- 3.2. The Risk Management Working Team is responsible for monitoring significant issue across the entire organization and ensuring that appropriate management plans are in place.
- 3.3. The Risk Management Committee is responsible for acknowledging the results of risk assessments and risk management activities reported by the Risk Management Working Team, and for providing recommendations on matters that the Company should consider.
- 3.4. The Risk Management Committee and the management team communicate risk-related information, both from internal and external sources, through the Company's information and communication

systems. This ensures that employees are regularly informed about risk management activities and provided with up-to-date knowledge on risk management.

- 3.5. All executives and employees of the Company are owners of the risks within their respective scopes of work. They have the duty and responsibility to manage risks by understanding the principles of risk, as well as identifying, assessing, managing, monitoring, and reporting risks and related controls in accordance with the Company's risk management framework. This is to ensure that risk management is conducted effectively and benefits the Company, in alignment with the annual plans and objectives.
- 3.6. The Internal Audit is responsible for assessing the adequacy of the Company's internal control system to assure the Audit Committee and senior management that activities are subject to sufficient and appropriate internal controls to manage risks within acceptable levels. The Internal Audit shall ensure that risk management practices are properly applied, review the risk management policies and guidelines, perform tests on the efficiency and effectiveness of control measures, and utilize the results of risk assessment to support the development of the annual internal audit plan.

4. Monitoring and Review

The Company conducts regular reviews of the Enterprise Risk Management Policy, or whenever significant changes occur that may affect risk management. The revised policy shall be submitted to the Board of Directors for consideration and approval.

This Enterprise Risk Management Policy is effective from **9 December 2025** onwards.



(Mr. Kanchit Bunajinda)

Chairman of the Enterprise Risk Management
Policy Committee



(Mr. Bancha Ongkosit)

Chairman of the Board