



Central Plaza Hotel Public Company Limited

Risk Management Policy
(2026 Edition)

Approved by Board of Directors Meeting NO. 7/2025
On 14 November 2025

Prepared by Risk Management Department

PUBLIC

Risk Management Policy (Edition 2026)

Central Plaza Hotel Public Company Limited

The company recognizes the importance of good corporate governance to drive sustainable growth and business expansion. This includes maintaining financial stability and generating appropriate returns for shareholders. In the current competitive business environment, the company faces constant changes, influenced by both external and internal factors, which may impact its ability to achieve its goals and primary mission.

The Board of Directors places great importance on enterprise risk management by implementing a systematic risk management approach in accordance with international standards (COSO Enterprise Risk Management Framework: COSO ERM). Risk management is integrated with strategic planning and business operations to enhance organizational value. A risk management policy has been established to instill confidence among shareholders and stakeholders regarding the company's ongoing operations and to support the achievement of objectives and value creation for the company. The company has defined its risk management concepts, objectives, and guidelines as follows:

1. Definition of risk and risk management (according to the COSO Enterprise Risk Management Framework: COSO ERM)

Risk is the possibility that events will occur and affect the achievement of strategy and business objectives.

Enterprise Risk Management is the culture, capabilities, and practices, integrated with strategy-setting and its performance, that organizations rely on to manage risk in creating, preserving, and realizing value.

2. Objectives of Risk Management

2.1 To implement a standardized international risk management system consistently across the organization and to integrate risk management as a core component in decision-making, strategy formulation, planning, and the company's operations.

2.2 To identify unexpected risks or crises and effectively minimize losses or damages to the organization in a timely manner, appropriate measures and guidelines are established to manage residual risks at an acceptable level to the organization. This involves implementing measures to efficiently reduce the likelihood and/or impact of potential risks, thereby enabling the organization to achieve its objectives at both organizational and departmental levels.

2.3 To ensure that the Risk Management, Corporate Governance, and Sustainability Committee, as well as the Board of Directors, are informed of key risks, risk trends, and overall risk exposure. This enables effective oversight and management of risks while maintaining a systematic and continuous approach to risk management.

2.4 To promote communication and understanding of risk management among employees, fostering awareness of risk ownership and collaborative risk management within their areas of responsibility. This approach aims to develop a risk management culture within the organization and integrates risk management as a key component of decision-making in strategy formulation, planning, and various organizational operations.

2.5 To adhere to the principles of good corporate governance and ensure a check and balance, the company has clearly defined the authority and responsibilities for risk management for the management. A dedicated risk management unit supports operations and monitors to ensure that the management appropriately implements the risk management policy.

3. Scope

This policy applies to all operations including directors, executives, and all employees of the organization

4. Risk Management Policy

The company recognizes the importance and necessity of adopting the risk management system in accordance with international standard (COSO Enterprise Risk Management Framework: COSO ERM) in conjunction with sustainability principles in its management approach. This aims to enable the company to achieve its objectives efficiently and effectively while ensuring compliance with relevant laws and standards. To maintain overall risk at an acceptable level, the company has established the following risk management policy:

4.1 Establish that risk management is the responsibility of employees at all levels, who must be aware of the risks involved in their operations within their respective departments and the organization as a whole. Emphasis is placed on managing various types of risks systematically under an internal control framework to ensure they are maintained at an adequate and appropriate level

4.2 Establish a risk management framework that defines a risk management process in accordance with international standards, to ensure effective management of risks that may impact the company's operations. This will promote development and uniform implementation of risk management across the organization, aligning with the same

direction. The risk management system will be integrated into decision-making, strategic planning, work plans, and company operations. Additionally, there will be a focus on achieving the set objectives, goals, vision, mission, and strategies to ensure operational excellence and build confidence among stakeholders.

4.3 Establish guidelines for preventing and mitigating risks from the company's operations to avoid potential damage or loss. This includes regularly monitoring and evaluating the effectiveness of the risk management process.

4.4 Promote and develop the use of modern information technology systems in the organization's risk management process and support all levels of personnel in accessing comprehensive risk management information. Additionally, establish an efficient risk management reporting system.

4.5 Foster the integration of risk management into the organization's culture and continuously develop employees' knowledge and skills in risk management.

5. Policy Review

The Risk Management, Corporate Governance and Sustainability Committee shall review this policy annually and propose to the Board of Directors for approval if there is any change.

Risk Management Policy 2026 Edition was approved by the Board of Directors Meeting No. 7/2025 on 14 November 2025 and shall be effective from 1 January 2026 onwards.

- Signed -

Mr. Norachit Sinhaseni
Chairman of the Board
Central Plaza Hotel Public Company Limited