

Company Announcement No. 1/2025**Risk Management Policy (Revision No. 1)****Plan B Media Public Company Limited**

Plan B Media Public Company Limited (the “**Company**”) and its subsidiaries recognize the importance of risk management as a key mechanism in driving the organization toward stable and sustainable growth amid a rapidly changing and increasingly complex business environment. Both internal and external factors may affect the Company’s ability to achieve its objectives. The Company is committed to implementing a risk management system as an essential tool for strategic planning, management, and organizational development to enhance operational efficiency, minimize potential losses, strengthen competitiveness, and create value and new business opportunities for all stakeholders. Furthermore, the Company has established risk management as part of its organizational culture, encouraging employees at all levels to be aware of and take shared responsibility for managing risks to ensure that operations are conducted effectively, transparently, and in a manner that enables the Company to achieve its overall objectives sustainably.

Risk Management Vision

The Company and its subsidiaries are committed to becoming an organization that practices systematic and integrated enterprise-wide risk management to support effective operations and strategic decision-making. This approach aims to enhance the Company’s readiness to respond to uncertainty, drive sustainable growth, and create long-term value for shareholders, stakeholders, and society as a whole

Definition of Risk and Risk Management

Risk refers to the possibility of uncertain events or conditions that may cause current activities or plans to fail to achieve their intended objectives or targets. If a risk materializes, it may cause adverse financial or non-financial impacts, such as damage to reputation, image, or stakeholder confidence

Risk Management refers to a systematic process undertaken by the Board of Directors, subcommittees, management, and all employees to identify, assess, monitor, and manage risks within acceptable levels under the Company’s defined framework. This ensures that the organization achieves its objectives efficiently while leveraging opportunities to create value and competitive advantage

Objectives of Risk Management

1. To establish a standardized and organization-wide risk management framework integrated into strategic planning, decision-making, and daily operations.
2. To maintain residual risks within acceptable levels through effective mitigation measures.
3. To identify potential crises or unforeseen events and minimize their impact promptly.

4. To ensure that the Board of Directors, Risk Management Committee, and executives are informed of key risks and trends.
5. To ensure that each department identifies, assesses, and manages significant risks, particularly in cases of major operational or strategic changes.
6. To promote ongoing communication and knowledge sharing on risk management to build a culture of shared accountability.
7. To ensure alignment with Good Corporate Governance principles and maintain a separation of duties between risk owners and oversight functions.

Risk Management Policy

1. The Company assigns risk management as the responsibility of all employees at every level. Everyone must be aware of and understand the potential risks arising from their own duties and from the Company's operations, ensuring that risks are managed systematically under adequate and appropriate internal controls.
2. The Company promotes and supports the use of risk management as a key management tool. All personnel are encouraged to understand and participate in the process to enhance the Company's image, strengthen good corporate governance, achieve management excellence, and build confidence among shareholders and stakeholders of the Company and its subsidiaries.
3. The Company establishes an effective risk management process consistent with the principles of Good Corporate Governance by integrating risk management into its operational processes. A reporting system is also in place to communicate risk management results to the Risk Management Committee and the Board of Directors, helping reduce both the likelihood and impact of risks, minimize uncertainty in performance outcomes, and increase the Company's chances of success.
4. The Company fosters and embeds risk management as part of its organizational culture to ensure that every employee recognizes the importance of managing risks in all work processes.
5. All employees are responsible for complying with the risk management systems and processes at the corporate, departmental, and operational levels, in accordance with the guidelines set by the Risk Management Committee.
6. The Risk Management Committee, authorized by the Board of Directors, is responsible for defining risk management policies, frameworks, and guidelines consistent with international standards and aligned with the Company's objectives, key goals, direction, and strategies, while considering the organization's acceptable risk level, as detailed in the Risk Management Committee Charter.

Establishing Risk Assessment Criteria and Acceptable Risk Levels

To ensure that the Company's risk management process is systematic and effective, the Company has established procedures for identifying and assessing risks, including defining acceptable risk levels (Risk Appetite) to serve as a framework for operations, as follows:

1. Identifying Potential Risks

Objective Setting – Managers from each department must clearly define their objectives in alignment with the Company’s policies, goals, and strategies. This serves as the foundation for identifying and managing risks at each level.

2. Risk Event Identification

Managers and staff in each department must identify and understand potential risk factors by recognizing both opportunities and threats that could affect the achievement of the Company’s objectives.

3. Risk Assessment

Managers must assess risks based on two key dimensions — Likelihood and Impact — in order to prioritize risks and use the results to support decision-making in risk management.

4. Risk Response Evaluation

Managers must consider appropriate risk management approaches while considering the acceptable level of risk, associated costs, and expected benefits. Risk responses may involve one or more of the following approaches:

- Avoiding risk (Avoid)
- Transferring or sharing risk (Share/Transfer)
- Reducing or controlling risk (Mitigate/Control)
- Accepting risk (Accept)

5. Risk Management and Control Activities

Managers and staff must implement risk control measures consistent with the Company’s Risk Management Policy and adapt them to the business nature, structure, and culture of the organization to ensure that risk management is effective and produces tangible results.

6. Monitoring and Review

Managers from all departments must regularly monitor and review risk management performance and report the results to the quarterly Risk Management Working Group meetings. This ensures that risk management practices are applied at all organizational levels and that significant risks with high impacts are appropriately reported to relevant executives.

The risk assessment criteria serve as a vital tool enabling the Company to systematically prioritize risks. It is used to identify and assess both the severity of impact and the likelihood of occurrence of each risk event. This assessment allows the Company to gain a comprehensive understanding of potential risks that could affect its operations and to make well-informed decisions in allocating resources appropriately for effective risk management. An acceptable risk level (Risk Appetite) is established to define boundaries for decision-making in managing risks across various areas. The acceptable level of risk is determined by considering factors such as the organization’s capacity, the potential impact on business objectives, reputation, corporate image, and stakeholder expectations. The Company will regularly review its risk assessment criteria and acceptable risk levels to ensure

their relevance and alignment with current circumstances, the business environment, and the Company's strategic direction at any given time.

Risk Level	Impact	Likelihood of Occurrence
5	Impact >15% of target	Almost certain to occur within this year
4	Impact 10-15% of target	Likely to occur within this year (>50%)
3	Impact 5-10% of target	Possible to occur within this year (<50%)
2	Impact 1-5% of target	Possible to occur within the next 1-2 years
1	Impact <1% of target	Unlikely to occur within 3 years

Risk Reporting

The Risk Management Working Group is responsible for collecting, analyzing, and reporting information related to risks, their impacts, and the corresponding control or mitigation measures to relevant stakeholders based on the severity level of each risk. This ensures that the Company's risk management process is conducted appropriately, transparently, and effectively. The reporting hierarchy is classified as follows:

1. Very High Risk: Score 20–25

- **Reported by:** Risk Management Working Group
- **Reported to:** Board of Directors
- **Management Approach:**
 - The Risk Management Working Group must closely monitor and supervise the situation
 - Develop an action plan to reduce the risk level to medium or low
 - Submit the proposed action plan for approval by the Board of Directors
 - Continuously follow up on the implementation results until the risk level is reduced to an acceptable threshold

2. High Risk: Score 12–19

- **Reported by:** Risk Management Working Group
- **Reported to:** Risk Management Committee
- **Management Approach:**
 - Closely monitor and track the identified risks
 - Develop an action plan to reduce the risk level in alignment with the Company's business direction and operational plan
 - Submit the plan to the Risk Management Committee for review and approval, and continue monitoring until the risk level is reduced

3. Medium Risk: Score 7–11

- **Reported by:** Risk Management Working Group

- **Reported to:** Chief Executive Officer & Managing Director
- **Management Approach:**
 - Apply normal internal control measures
 - Regularly monitor the risk situation to prevent escalation or increase in risk level

4. Low Risk: Score 1–6

- **Reported by:** Risk Management Working Group
- **Reported to:** Relevant Department Head
- **Management Approach:**
 - Apply normal control measures within regular operational processes
 - Report the results during the quarterly Risk Management meeting for continuous monitoring and documentation

The Company shall regularly review and update its Enterprise Risk Management Policy to ensure its relevance and alignment with the Company's business environment, as well as compliance with applicable laws, regulations, and updated practices. The Risk Management Committee must report the results of risk management to the Board of Directors at least once per quarter to ensure continuous, transparent, and effective oversight of the Company's risk governance. In cases where there are changes to the Risk Management Policy, the Risk Management Committee is authorized to consider and make revisions as appropriate and must report such changes to the Board of Directors for approval and further implementation as necessary.

This Risk Management Policy shall take effect from 11 November 2025 onwards.

Dr. Pennapha Dhanasarnsilp

Vice Chairman

Plan B Media Public Company Limited