

Risk Management Policy

Symphony Communication Public Company Limited

(Revised Edition 2025)

(Approved by the resolution of the Board of Directors' Meeting No. 6/2025 held on 14 November 2025 and takes effect from 14 November 2025 onwards.)

Risk Management Policy

1. Significance

Symphony Communication Public Company Limited (hereinafter referred to as “**the Company**”) recognizes the importance of risk management as a key component of good corporate governance and a fundamental mechanism supporting the achievement of the Company’s business objectives and goals. Effective risk management enhances business resilience and sustainable growth, enabling the Company to prepare contingency plans and adjust its business strategies in a timely manner, both proactively and reactively. It also helps mitigate potential losses arising from uncertainties, while identifying opportunities to create added value for the business and its stakeholders.

2. Objective

This Risk Management Policy has been established to serve as a systematic, transparent, and effective framework for the Company’s risk management practices, grounded in the good corporate governance principles. The Policy aims to ensure that risk management supports the achievement of the Company’s business objectives in a stable and sustainable manner.

3. Scope

This Risk Management Policy shall apply to all levels of the Company’s operations, and all personnel are required to strictly comply with the provisions set forth herein.

4. Definitions

Personnel	refer to	the Company’s directors, executives, and employees, including consultants, representatives, authorized persons, workers, or any other individuals who perform work on behalf of or act in the name of the Company.
Risk	refers to	possibility of errors, damages, leaks, losses, or undesirable events that may occur in the future and have an impact on, or hinder, the achievement of the organization’s objectives and goals.
Risk management	refers to	the process of identifying, assessing, and prioritizing risks, including establishing plans or control measures for various activities and operational processes to reduce the causes and likelihood of occurrence and/or mitigate the potential impacts of risks that may cause damage to the organization to an acceptable level.
Risk assessment	refers to	the analysis and prioritization of risks by assessing the likelihood of occurrence and the potential impact on the achievement of the objectives of the organization.

Likelihood	refers to	the frequency of risk occurrence.
Impact	refers to	the severity of potential damage, in both financial and/or non-financial terms, in the event of a risk occurrence.
Risk exposure	refers to	risk status derived from the assessment of the likelihood and impact of each risk factor, categorized into three levels: high, medium, and low.
Risk appetite	refers to	the level of risk that an organization is willing to take and accept in pursuit of its objectives.
Risk tolerance	refers to	the level of deviation or flexibility of the risk level from the organization's acceptable criteria, to ensure that operations remain within a controllable range and do not significantly affect the overall objectives.

5. Roles, Duties and Responsibilities

To ensure that the Company's risk management practices are appropriate, effective, and implemented on an enterprise-wide basis, as well as to enhance personnel' understanding and awareness of the importance of participation in risk management, the Company has defined roles, duties, and responsibilities related to risk management as follows:

5.1 **Board of Directors** has the following roles and responsibilities:

- Oversee and ensure that the Company has adequate, appropriate, and effective risk management systems, mechanisms, and processes in place, consistent with the nature and context of its business operations.
- Oversee the establishment of an organizational structure and risk governance framework that supports sound and effective risk oversight.
- Consider and approve the Risk Management Policy as a framework for the Company's systematic risk management practices.
- Promote and support the development of a strong risk management culture throughout the organization, including ensuring accurate, comprehensive, clear, and transparent reporting and disclosure of risk management information to stakeholders.

5.2 **Risk Management Committee**, as appointed by the Board of Directors, is responsible for overseeing the Company's enterprise risk management and has the following roles and responsibilities:

- Establish and regularly review the Company's Risk Management Policy, frameworks, and guidelines, including business continuity management, to ensure their appropriateness and alignment with the business context.
- Review and provide recommendations on the Company's enterprise risk management processes, ensuring that they are systematic, effective, and implemented on an organization-wide basis.

- Review and approve the results of risks identification, assessment, and prioritization, including the Company's risk appetite, risk tolerance, and corporate risk profile.
- Provide advice, guidance, and recommendations on the Company's risk management strategies, approaches, measures, and action plans, as well as the establishment and monitoring of Key Risk Indicators (KRIs).
- Oversee, monitor, and assess the performance of the Company's risk management activities, evaluate the effectiveness of the enterprise risk management system, and regularly report such results to the Board of Directors at least on a quarterly basis.
- Promote and support the continuous development, enhancement, and improvement of the Company's risk management mechanisms and systems in response to the evolving business environment.

5.3 **Chief Executive Officer** has duties and responsibilities as follows:

- Support, promote, and drive collaboration in risk management at both the enterprise and operational levels, ensuring that risk management is implemented systematically and comprehensively throughout the organization.
- Oversee, provide guidance and advise management on compliance with the Company's Risk Management Policy, frameworks, and processes, and to ensure that risk management is integrated into the formulation of strategies, annual business planning, management operations, and decision-making processes.
- Monitor and oversee the management of enterprise-wide risk issues across all areas, ensuring that appropriate and adequate risk management plans are in place and aligned with the Company's strategies, operational plans, and business objectives.
- Promote and support continuous communication on the importance of risk management, as well as the transfer of knowledge and sharing of risk management experiences within the organization, in order to enhance understanding and instill a sense of risk ownership and shared responsibility among executives and employees within their respective roles and duties.

5.4 **Risk Management Department** has duties and responsibilities as follows:

- Define and regularly review the Company's risk management procedures, risk appetite, risk tolerance levels, and Key Risk Indicators (KRIs) that aligned with the defined risk appetite.
- Analyze and identify risk factors or events, assess and prioritize risks, and develop the corporate risk management plan, including determining strategies, approaches, and measures to monitor and control risks to remain within acceptable levels and appropriate budget limits.
- Develop and prepare risk management manuals and tools to enable risk owners to identify, assess, monitor, and report risks in a consistent manner across the organization.

- Coordinate with all divisions and departments within the organization to communicate, provide guidance, foster understanding, and promote awareness and participation among executives and employees in implementing risk management policies, frameworks, and plans, as well as to effectively and efficiently apply risk management tools.
- Monitor the implementation of risk management activities by risk owners and other relevant divisions/departments and regularly report the risk management performance to the Chief Executive Officer and the Risk Management Committee.

5.5 **Risk Owner** has the following duties and responsibilities:

- Identify, analyze, and assess risks associated with the processes under their responsibility; and develop risk management plans and appropriate risk mitigation measures.
- Implement, monitor, and control risks in accordance with the established risk management plans in a continuous and effective manner.
- Assess emerging risks arising from operational activities or changes in work processes; and develop appropriate measures to reduce or mitigate such risks.
- Report progress, results, and the status of risk management implementation in accordance with the approved plans to the Risk Management Department or relevant parties on a regular basis.

5.6 **Executives and Employees** have the following roles and responsibilities:

- Acknowledge, study, understand, and strictly comply with the Company's risk management policies, frameworks, measures, and plans.
- Manage risks within areas of responsibility in alignment with the established policies and guidelines.
- Promptly report any risk issues or incidents that may affect job performance, as well as any risk management-related incidents, to their supervisors or relevant responsible parties.

6. Practical Guidelines

- 6.1 The Company stipulates that risk management is the duty and responsibility of all personnel. Personnel are required to be aware of risks associated with their work at both the departmental and organizational levels, to place importance on risk management in all dimensions, and to establish appropriate and sufficient risk mitigation measures to ensure that risks are maintained within levels acceptable to the Company.
- 6.2 The Company establishes a risk management framework and processes in accordance with internationally recognized standards and best practices, such as the COSO Enterprise Risk Management (COSO ERM) framework, in order to enhance the effectiveness of risk management, promote continuous improvement, and ensure consistent implementation of risk management practices across the organization.

- 6.3 The Company implements comprehensive risk management covering all categories of risks, including strategic risks, operational risks, financial risks, governance and compliance risks, cybersecurity and data protection risks, fraud and corruption risks, sustainability risks, and climate change–related risks.
- 6.4 The Company requires that the risk management system be integrated into all business activities, from decision-making processes, strategic planning, and operational planning to day-to-day operations, in order to achieve the Company’s objectives, goals, vision, mission, and strategies. This integration supports operational excellence and strengthens confidence among stakeholders.
- 6.5 All personnel are required to strictly comply with the Company’s risk management system and processes at both the enterprise and operational levels.
- 6.6 Risks that may have a significant impact on the Company’s business plans and strategies shall be reported to the Risk Management Committee and the Board of Directors for acknowledgment and for consideration in determining timely and appropriate risk management measures.
- 6.7 The Company promotes risk management as an integral part of its organizational culture aimed at creating added value for the organization. This is achieved by encouraging communication on the importance of risk management and continuously enhancing personnel’ knowledge and understanding of Risk Management Policy and processes, thereby fostering awareness, accountability, and active participation in risk management throughout the organization.

7. Other Related Policies and Regulations

The Company’s personnel are encouraged to study and understand this Policy in conjunction with the Company’s other policies as follows:

- Corporate Governance Policy
- Business Code of Conduct
- Anti-Corruption Policy
- Sustainable Development Policy

8. Policy Communication and Dissemination

The Company provides continuous communication and education regarding its Risk Management Policy, guidelines and procedures to all personnel through training sessions, meetings, and other appropriate activities. The Company also disseminates such Policy and guidelines to relevant stakeholders and the general public through various communication channels to ensure proper understanding and effective implementation.

9. Policy Review and Revision

The Company's Risk Management Policy shall be regularly reviewed to ensure its alignment and appropriateness with the Company's objectives, business goals, and operations, as well as changing circumstances and international standards, and to enhance its effectiveness and practical application. Any amendment or revision to this Policy must be reviewed and endorsed by the Risk Management Committee and subsequently approved by the Board of Directors prior to implementation.