
Saksiam Leasing Public Company Limited
Risk Management Policy

Saksiam Leasing Public Company Limited and its subsidiaries (the “Company”) recognize the value of risk management and intend to implement an enterprise risk management system that is standardized and can be concretely operationalized. Risk management is a process that enables the Company to plan for long-term business operations and build readiness to adapt to potential future changes. This involves conducting risk assessments that encompass emerging risks (Emerging Risk) to build confidence among stakeholders that the business and various operations within the organization can successfully achieve their defined objectives.

Through systematic and effective risk management, risk management reports can be utilized as tools to monitor the progress of risk handling. This involves employing risk management tools, such as establishing Key Risk Indicators (KRIs) to reflect risk management outcomes, defining the corporate Risk Appetite, as well as setting targets and monitoring performance against these indicators. This is conducted in parallel with operating the business on the foundation of sustainable development across economic, social, and environmental (ESG) dimensions.

To enable the Company to achieve its objectives according to the core organizational strategies, the Risk Management Policy is established as follows:

1. Implement integrated enterprise-wide risk management with systematic and continuous management, integrating the risk management process as a part of normal operations. This encompasses economic, social, and environmental operations that may impact the achievement of organizational goals.
2. Prioritize the concrete management of Environmental Risk, Social Risk, and Governance Risk, effectively integrating ESG risks into the enterprise risk framework.
3. Communicate, train, and promote knowledge regarding risk management and ESG to employees at all levels to foster a corporate culture that is conscious of risk and sustainability.
4. Assign risk management as the duty and responsibility of every department within the organization.
5. Monitor, evaluate, review, and improve risk management practices, ensuring regular coordination with Internal Audit, Internal Control, Management, and other relevant departments.
6. Apply information technology to maximize efficiency in data processing, monitoring, and reporting.
7. The Risk Management Policy shall be under the oversight of the Risk Management Committee.

Roles and Responsibilities

1. **Risk Management Committee:** Oversees risk management to ensure its effectiveness, utilizing risk management tools to monitor key risks and keep them within acceptable levels. The Committee considers and jointly approves the corporate Risk Appetite with the Board of Directors. Furthermore, it promotes risk awareness and the integration of risk management into the corporate culture, embedding it into employees' daily operations.
2. **Top Management:** Responsible for designating Risk Owners and ensuring that risk consideration is integrated into daily management and operations, as well as embedded within the decision-making process to ensure safety in operational procedures. Additionally, Top Management determines the structure and format of risk reporting at both the functional and organizational levels.
3. **Risk Owner:** Responsible for identifying risks related to their designated duties, analyzing root causes, assessing the significance of risks, managing risks, and monitoring and evaluating risk management to maintain risks within the organization's acceptable levels. Risk Owners are also responsible for preparing risk management reports for their supervisors.
4. **Head of Risk Management and the Risk Management Department: Responsible for:**
 - 4.1 Providing knowledge and guidance to Risk Owners and personnel to build an understanding of risk management principles, methods, and procedures, utilizing appropriate risk management frameworks, such as the COSO ERM 2017 framework. They also provide opinions and advice to various departments regarding the comprehensiveness and appropriateness of risk identification, analysis, evaluation, and management methods.
 - 4.2 Consolidating significant risks from various departments to prepare the corporate-level Risk Register and monitoring the evaluation of risk management to ensure risks remain within acceptable levels. They also compile issues identified by various departments to present to the Risk Management Committee for analysis and corrective action.
 - 4.3 Determining Key Risk Indicators (KRIs), Risk Appetite, and risk measurement criteria (such as likelihood and impact) for proposal to the Risk Management Committee for endorsement prior to submission to the Board of Directors for approval.
 - 4.4 Reviewing the Risk Management Policy and the Risk Management Committee Charter to ensure they remain appropriate, up-to-date, and reflective of changing circumstances.
5. **Internal Audit Department:** Responsible for evaluating the effectiveness of the risk management process by auditing the adequacy of the risk management system and internal controls.

- 6. Internal Control Department:** Responsible for reviewing or verifying that the control activities designed to manage risks are implemented accurately, efficiently, and effectively.

Responsibilities according to the Three Lines Model:

1. Clear governance structure.
2. Effective communication of each party's roles.
3. Alignment with international standards, such as COSO ERM.

Line	Core Duties	Roles
First Line	Operational risk management	Process Owners, Risk Owners
Second Line	Oversight and support of risk management	Risk Management Department, Compliance, Chief Risk Officer (CRO)
Third Line	Independent assurance	Internal Audit Department

The Risk Management Policy was approved by the Board of Directors at Meeting No. 8/2025 on November 11, 2025.

Announced on November 25, 2025.

(Mr. Siwaphong Boonsalee)

Managing Director