Risk Management Policy

Premier Quality Starch Public Company Limited

This Policy was approved by the Board of Directors on 11 August 2023.

Revision No. 1, dated 28 January 2026.

Revision No. 2, dated 11 November 2026.

Risk Management Policy

1. Introduction

Premier Quality Starch Public Company Limited (the “Company”) recognizes and attaches importance to sound enterprise risk management in order to drive the organization toward stable growth and business expansion, to maintain a secure financial position, and to generate appropriate returns for shareholders, as well as to act in accordance with the principles of good corporate governance. In the current competitive business environment that the Company faces, which is constantly changing — whether due to external or internal factors — such change may affect the Company's ability to achieve its goals and core mission.

2. Objectives

1) To establish a framework and approach for the Company's risk management that conform to international standards and are consistent throughout the organization, enabling risks or unexpected events to be identified, assessed, and managed appropriately, in a timely and cost-effective manner.
2) To integrate risk management into the Company's decision-making, strategic planning, action plans, and operations, in order to support the efficient achievement of the Company's objectives, vision, mission, and strategy.
3) To enable the Board of Directors, the Audit and Risk Management Committee, and management to oversee, monitor, and be apprised of significant risk information, risk trends, and the Company's overall risk profile appropriately and effectively.
4) To promote awareness, understanding, and participation in risk management among directors, executives, and employees at all levels, and to enable risk management to be applied in their work in a manner consistent with the Company's policy.

3. Scope

This Policy applies to the Board of Directors, executives, and employees at all levels of the Company, including its subsidiaries, in respect of policy-setting, decision-making, strategic planning, action plans, and operations.

This Policy covers the management of all types of risk that may affect the achievement of the Company's objectives, strategy, and sustainability, such as strategic, financial, operational, legal and regulatory, technology, information, environmental, social, and corporate governance (ESG) risks, as well as risks arising from unexpected events or crises.

The implementation of this Policy shall be consistent with the relevant laws, rules, and regulations, as well as other policies, regulations, and practices of the Company. The details of the processes, methods, and tools for risk management shall be in accordance with the regulations or risk management manual prescribed by the Company.

The detailed risk assessment process, assessment criteria, and reporting procedures shall be as prescribed in the Risk Management Manual.

4. Definitions

Risk — the uncertainty of an event or situation that may occur and affect the achievement of the Company's objectives, strategy, operations, financial position, or reputation, whether positively or negatively.

Risk Management — a systematic process of identifying, assessing, managing, monitoring, and reporting risks so that they remain at an acceptable level and support the achievement of the Company's objectives, strategy, and sustainability.

Enterprise-Level Risk — risk that is significant and may affect the Company as a whole, or the achievement of the Company's strategic objectives.

Risk Treatment — the determination and implementation of measures to reduce, avoid, transfer, or accept risk so that it remains at an appropriate level consistent with the Company's risk appetite.

Risk Appetite — the level of risk that the Company is willing to accept while still enabling it to conduct its business and achieve its established goals or objectives without breaching the law.

Risk Tolerance — the acceptable range of deviation from the risk appetite in each area of operation, without significantly affecting the achievement of the Company's objectives.

Key Risk Indicator (KRI) — a quantitative or qualitative indicator used to monitor and provide early warning of changes in the level of risk that may affect the achievement of the Company's objectives.

5. Governance Structure and Roles and Responsibilities

1) **The Board of Directors** oversees and holds overall responsibility for the effectiveness of the Company's risk management system, and assigns risk management responsibilities at every level of the organization, to ensure that the system can appropriately identify, assess, manage, and monitor risks that affect the achievement of the Company's objectives and strategy.
2) **The Audit and Risk Management Committee** oversees the Company's risk management policy, framework, and system as a whole, considering the appropriateness of risk management in alignment with the Company's strategy, business environment, and risk appetite, and regularly monitors and reviews significant risks, risk trends, and the Company's overall risk profile.
3) **Management** implements the risk management policy and framework and integrates it into the Company's strategy-setting, decision-making, planning, and operations, and provides appropriate systems, processes, and resources, supporting the various units to identify, assess, and manage risks effectively.
4) **Risk Owners** are responsible for identifying, assessing, and managing the risks within their responsibility, by determining and implementing risk treatment measures appropriate to the risk

appetite, monitoring and reviewing the status of risks and the effectiveness of control measures, and reporting risks that may have a significant impact.

5) **The Risk Management Committee (RMC)** compiles and verifies the completeness of risk information, prepares the risk matrix, and reviews and proposes control approaches or risk treatment plans together with the risk owners.
6) **The Risk Controller** coordinates with the risk owners, compiles and verifies the completeness of risk information, and monitors the progress of the risk management action plans.
7) **Internal Audit** independently reviews the adequacy and effectiveness of the risk management process.

6. Determining Risk Appetite

Risk appetite is used as a framework for strategic and investment decision-making, the prioritization of risks, and the determination of the Company's risk treatment measures.

The Company determines its risk appetite and risk tolerance, both quantitatively and qualitatively, for each type of risk, taking into account its financial targets, strategy, and risk-bearing capacity, and reviews such criteria annually or whenever there is a significant change.

7. Risk Management Approach

1) Context and risk management framework: The Company establishes risk management as part of its internal control and corporate governance system, determining the risk management context by considering internal and external factors, the business environment, relevant laws, and stakeholders, to serve as a basis for identifying, analyzing, and assessing risks, and for determining the risk appetite, so that the Company's operations remain within the defined level of risk.
2) Risk ownership: Executives and employees at all levels are the risk owners of the units for which they are responsible, with the duty to identify, assess, respond to, and monitor risks that may affect the Company's strategy and the achievement of its objectives, in accordance with the risk management framework and criteria prescribed by the Company.
3) Risk oversight and reporting: The Company requires that high and very high risks be escalated in sequence to the Risk Management Committee (RMC), the Audit and Risk Management Committee (ARC), and the Board of Directors, for appropriate consideration, oversight, and monitoring of risk treatment.
4) Monitoring, review, and system improvement: The Company provides for the regular monitoring and review of risk management results, to assess the adequacy and effectiveness of risk treatment measures, and improves the risk management system to suit changes in the business environment, supporting the use of information technology to enhance the efficiency of risk management and reporting.

5) Risk culture, communication, and disclosure: The Company promotes understanding of and participation in risk management among personnel at all levels, supports communication, access to risk information, and the reporting of improper conduct, in order to strengthen good corporate governance. The Company discloses information on its risk management, governance structure, and risks material to its strategy in its annual report and sustainability report, in accordance with the relevant criteria.

6) Key Risk Indicators (KRIs): The Company determines and monitors key risk indicators for significant risks, to monitor and provide early warning of trends in changes to the level of risk, and links the results of such indicators to the monitoring of the Company's performance.

7) Environmental, social, and governance (ESG) risk management: The Company integrates ESG risk management, including climate change risk, into its enterprise risk management process, with reference to internationally recognized frameworks, and discloses the relevant information in accordance with the criteria prescribed by the regulatory authorities.

8. Policy Review

This Policy shall be reviewed annually, or whenever there is a change in the relevant laws, criteria, or practices, and shall be proposed to the Audit and Risk Management Committee for its consideration and opinion before being submitted to the Board of Directors for approval.

-signed-

(Mr.Kris Imsang)

Chairman of the Board of Director

Premier Quality Starch Public Company Limited