



RISK MANAGEMENT POLICY

**MR. D.I.Y. HOLDING (THAILAND) PUBLIC COMPANY LIMITED AND ITS
SUBSIDIARIES**

14 November 2025

Version: 03
Approved by the Board : 14 November 2025

RISK MANAGEMENT POLICY

1. INTRODUCTION

MR. D.I.Y. Holding (Thailand) Public Company Limited (the “**Company**”), together with its subsidiaries (the “**Group**”), recognises the importance of risk management to drive the organisation to the success with sustainability. Therefore, the Group will be prepared for handling and dealing with uncertainties and changes that it constantly encounters, from both internal and external factors, which could affect the Group’s ability to achieve its goals and strategies.

In this regard, the Group hereby sets out this Policy to embrace risk management system to support the Group’s strategies, and improve the Group’s operations to add value to the business, whereby all personnel at all levels will be communicated to comply with this Policy accordingly.

2. DEFINITIONS

Under this Policy, the following expressions have the following meanings.

“**risks**” means probabilities or uncertain events or factors causing failure to plan or current operation to achieve its goals/expected targets and resulting in negative impact on the Group’s operations, financial position or reputation.

“**risk management**” means the process of identifying, assessing, controlling and managing risks to the Group within a certain framework as established by the Group or the Audit and Risk Management Committee to ensure that the Group’s business objectives and strategies are achieved.

3. OBJECTIVE OF RISK MANAGEMENT

The objectives of the risk management are to:

- 3.1 introduce risk management system in accordance with international standards and integrate it to organisation-wide system as a part of decision-making on strategy formulation, business planning and operations of the Group;
- 3.2 provide guidelines on managing risks to be at an acceptable level by considering effective measures to reduce the likelihood that the risks will occur or alleviate impact from the risks;
- 3.3 identify risks or contingencies, and mitigate loss and damage arising from them to the Group on an appropriate and timely manner;
- 3.4 inform the Audit and Risk Management Committee of specifics on key risks, trends and overall risks in order to monitor and manage them effectively and efficiently;
- 3.5 ensure that all units in the organization will regularly identify, assess and manage key risks including when there is any material event, project or change taking place

in the organisation, with the aims to mitigate loss and damage in an appropriate and timely manner, depending on risk appetite, practicability and cost efficiency in relation to the mitigation.

- 3.6 communicate and train on risk management to the Group's personnel consistently, and improve their common understanding and ownership over risk management in their responsible tasks; and
- 3.7 separate risk management functions (for checks and balances) from business units (as risk taking functions) to comply with good corporate governance principles.

4. RISK MANAGEMENT POLICY

The Group will ensure that:

- 4.1 all the Group's personnel are conscious of risks in relation to their departments or units in order for such risks to be managed and addressed in an effective and appropriate manner;
- 4.2 all the Group's personnel have a grasp of risk management system that it is one of the important tools for the Group to promote good corporate governance and excellent management for building trust and confidence among stakeholders and shareholders;
- 4.3 an effective risk management system is established in accordance with good corporate governance principles, whereby at least once in every fiscal half year (biannual):
 - 4.3.1 risk management reports will be submitted to the Audit and Risk Management Committee for acknowledgement; and
 - 4.3.2 such reports will be delivered by the Audit and Risk Management Committee will deliver to the Board of Directors (the "**Board**").
- 4.4 the risk management will be cultivated in the Group's organisational culture by raising awareness of its significance.
- 4.5 all the Group's personnel will comply with the Group's risk management system and process at corporate, business and operational levels.
- 4.6 the Audit and Risk Management Committee is responsible for setting out and reviewing policies, guidelines and framework in relation to risk management of the Group to be in accordance with international standards and the Group's business plans.

5. REVIEW OF POLICY

This Policy shall be reviewed at least once a year by function which is responsible for risk management. If there is any proposed modification required to be made to this Policy, it shall escalate to the Board for consideration.

This Policy shall be effective from 14 November 2025 by approval of the Company's Board of Directors' Meeting No. 7/2025.

(Mr. Ong Chu Jin Adrian)

Chairman of the Board of Directors

MR. D.I.Y. Holding (Thailand) Public Company Limited