

Risk Management Policy

of

Project Planning Service Public Company Limited.

No. 1/2025

November 12, 2025

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of
Project Planning Service Public Company Limited.
No. 1/2025

Project Planning Service Public Company Limited (the "Company") has established a formal Risk Management Policy to define the objectives, scope, risk management policy, and clear responsibilities for managing risks within the Company.

During the Board of Directors Meeting No. 4/ 2025, held on November 11, 2025, the key points of this Risk Management Policy were reviewed, incorporating various risk factors and the risk management plan designed to mitigate the potential impacts of these risks on the Company. The detailed Risk Management Policy is attached to this order. Therefore, all parties are requested to strictly comply with the relevant aspects of the policy.

This policy will be effective from November 12, 2025, onwards.

Given on November 12, 2025

Project Planning Service Public PLC.



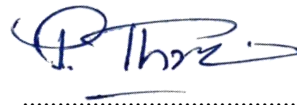
Mr. Prasong Tharachai

Chairman of the Board of Directors

Message from the Chairman

The Board of Directors of Project Planning Service PLC. (the "Company") recognizes the critical importance of risk management in today's business operations. The Company has thoroughly reviewed and analysed the various risk factors that may impact the Company, with the goal of developing plans to mitigate risks, reduce uncertainties, and improve overall performance. This approach also aims to enhance the value of the organization and increase the chances of success in our business endeavours.

The Board is committed to ensuring strict adherence to the policies outlined and remains dedicated to continuously improving the Company's risk management practices. Our efforts are focused on achieving the goal of providing stability and sustained growth for the Company and its shareholders in the future.



Mr. Prasong Tharachai

Chairman of the Board of Directors

Risk Management Policy

Project Planning Service Public Company Limited (the "Company") recognizes the importance of risk management to ensure the organization can grow and expand its business in a stable manner, maintain a strong financial position, and generate appropriate returns for shareholders. Identifying and managing risks will support better decision-making, help identify opportunities to reduce risks, and mitigate the impacts of significant events that may affect shareholders.

The Board of Directors and management of the Company believe that the implementation of a risk management plan is essential for good corporate governance and to build confidence among shareholders and all relevant parties. This will ensure the continuous achievement of objectives and create value for the organization. The Company has outlined the objectives, scope, risk management policy, responsibilities of the risk management committee, and the review process of the Company's policy as follows:

1. Objectives

The purpose of the Risk Management Policy ("this Policy") is to:

- 1) Establish a framework for the Company's risk management process to ensure consistency and to be implemented throughout the organization.
- 2) Ensure that responsibilities for managing and controlling risks are clearly defined and appropriately assigned.

2. Scope

This policy shall be applicable to all operations, including all executives and employees of the Company.

3. Risk Management Policy

- 1) Risk management shall be the responsibility of employees at all levels, who must be aware of the risks inherent in their operations within their departments and throughout the organization. Employees must prioritize managing various risks under a structured internal control system, ensuring that the level of risk is adequately and appropriately controlled.

- 2) Promote and support the use of risk management as an essential tool in the Company's overall management strategy. Employees at all levels must understand, cooperate, and work together to use risk management to create a positive image, enhance corporate governance, and establish excellent management practices. This will help build confidence among shareholders, stakeholders, and customers of the Company.
- 3) Encourage and develop the use of modern information technology systems in the Company's risk management process. Additionally, ensure that employees at all levels have access to risk management information sources and establish an effective risk management reporting system for the Company's risk management working group and risk management committee.

4. Powers, Duties, and Responsibilities

- 1) Oversee the development and participate in the annual analysis of the Company's risk management strategy.
- 2) Develop and refine the level of acceptable risk and the range of deviations from the acceptable risk.
- 3) Provide direction and monitoring methods for the Chief Risk Officer.
- 4) Assess significant risks and report to the Board of Directors.
- 5) Evaluate the Company's risk reports.
- 6) Review risk management plans from both the head office and project units against the plans set every quarter.

5 Policy Review

The Risk Management Committee must review this policy annually and present it to the Audit Committee and Board of Directors for approval if there are any changes.