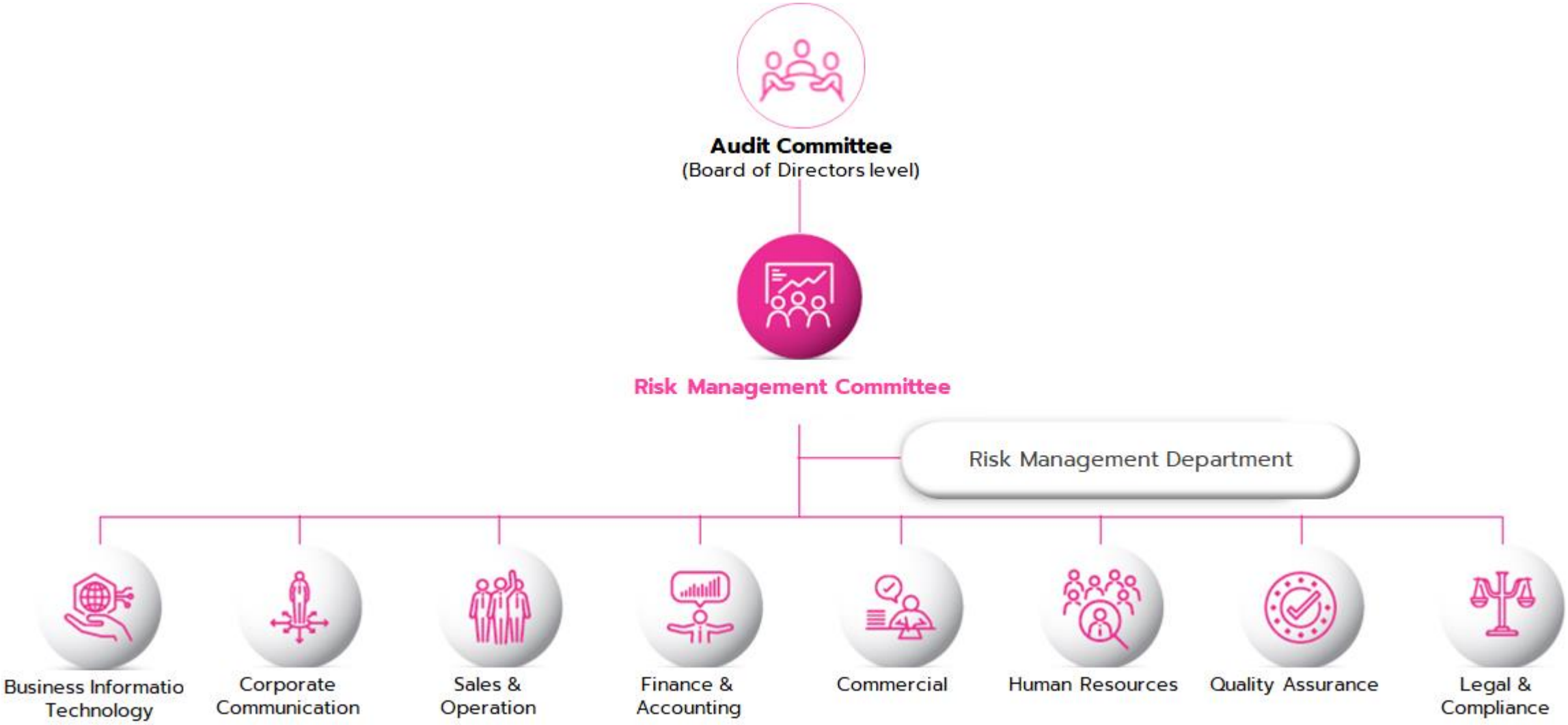
Risk & Crisis Management

Risk Governance



Highlight 2025 Risk Management Process and Performance

To increase the opportunity to achieve the business goals, reduce the chance of the organization's risks or negative impact on stakeholders occurring in terms of corporate governance, society, and environment. The Company therefore gives importance to the risk management system and implements it throughout the organization with 4 steps operational strategy as follows:

Strategy	Detail and 2025 Performance
Risk review	• **100%** of departments are assessed the risk • **100%** risk are reviewed as quarterly basis • **100%** Risk appetite • **80%** mitigation plan are completed
Sensitivity analysis and stress testing	• **25%** financial risk • **25%** non-financial risk
Report progress committee	• **100%** risk are quarterly reporting to Audit and Risk Management Committee (Board of Directors Level) **100%** review meeting are conducted as quarterly basis
Audit risk management process once a year	☑ Annual Internal Audited ☑ Annual External Audited by LRQA (see detail at https://sustainability.cpaxtra.com/en/document/viewer/271/external-audit-report

Risk Culture & Motivation Program

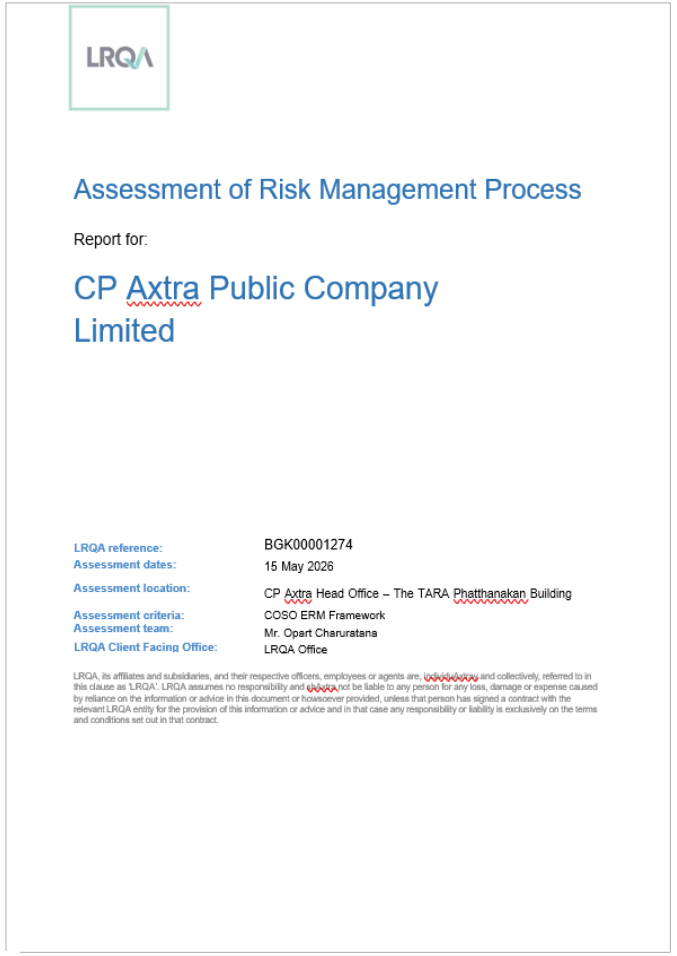
Strategy	Detail and 2025 Performance
Risk management training program	• **100%** Board of Directors, All Non-Executive Directors, Top Management, and Managers trained the Compliance and Risk Management course as well as being communicated on risk management • **100%** employees trained in "Risk management on cashier job" 
Risk management metric link to incentive	• **100%** Top Management Level • **100%** Promotion to Manager
As KPI for annual performance evaluation and financial incentives	• **100%** Top Management Level • **100%** Middle Management Level • **100%** First Level Management Level
Incorporate risk criteria in development of new products and services approval	• **100%** New business passed risk criteria • **100%** Own brand product passed risk criteria
Continuous improvement	Followed up in Audit and Risk Management Committee every quarters and reviewed annual plan continuously
The risk culture survey	• **100%** Risk champion participate the questionnaire survey • **100%** Result and feedback are reviewed for improvement

Risk Management Process Auditing

The company has conducted an audit of the risk management process both internal and external auditor as annually basis. These audits were using COSO ERM framework as assessment criteria to identifying, evaluating, controlling, monitoring and reporting risks and implementation of risk assessment process in the company.

Internal Audit

External Audit by LRQA



LRQA

Assessment of Risk Management Process

Report for:

CP Axtra Public Company Limited

LRQA reference:	BGK00001274
Assessment dates:	15 May 2026
Assessment location:	CP Axtra Head Office – The TARA Phatthanakan Building
Assessment criteria:	COSO ERM Framework
Assessment team:	Mr. Opart Charurstana
LRQA Client Facing Office:	LRQA Office

LRQA, its affiliates and subsidiaries, and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

CLICK HERE *to see the lastest external audit report (15 May 2026)*