

## Human Resource Management Policy

Amata VN Public Company Limited, its associates, subsidiaries, and affiliates (the Company) recognize that human resources are a critical factor to an organization's success. Competent, moral, and ethical employees are an important force in driving the Company's business to achieve the goals of sustainable development. Thus, human resource management is an important process that helps attract and retain talented people, as well as enhancing relationships and improving the performance of both employees and the organization.

The Company is committed to effective human resource management, which includes recruitment, employment, welfare and remuneration, relationship management, and dismissal, as well as the care of employees' physical and mental health and working environment through systematic management based on human rights, fair labor treatment, corporate governance principles, and the Company's business code of conduct. This aims to enable employees to continuously grow in their careers, be happy at work and be engaged with the organization, and perform their duties to their full potential, as well as retaining personnel to continue to work with the organization to support the Company's future business expansion.

### Definitions

**Human resources** are defined as a person's labor, skills, knowledge, and abilities that can be used to produce goods or provide useful services that add value to the organization.

**Human resource management** is the strategic approach to managing human resources, which are the most valuable assets of an organization, by developing various systems and processes to attract and retain employees through training, professional development, and systematic planning to keep employees motivated to perform their duties to achieve the organization's objectives.

### Practices

All supervisors are responsible for managing human resources within their departments in accordance with related laws, rules, regulations, standards, policies, and practices, including human resource management guidelines and the Company's regulations. The guidelines for human resource management are as follows:

- **Respect for human rights and fair labor treatment**

Treat employees fairly, with equity and equality, without discrimination and division due to age, gender, education, marital status, political opinions, race, religion, and belief, as well as visible and invisible disability, subject to the principles of labor law, regulations, and standards related to labor in the countries in which the Company operates its business and human rights principles. The Company also promotes and accepts diversity and inclusion on the basis of equity (DEI) by treating all employees fairly and providing equal opportunities ranging from recruitment, employment, and skill development to dismissal with clear written performance processes, as well as fair benefits and remuneration based on evaluation criteria with goals and performance achievements that are clear, transparent, fair, and acceptable.

- **Organizational structure and manpower**

Define the organizational structure with a chain of command and divisions that supports operations so that the organization can achieve its objectives and goals efficiently and respond rapidly to change. The roles, duties, and responsibilities of each department are clearly and consistently defined in accordance with the principles of corporate governance, as well as managing the manpower ratio to be appropriate and adequate for the organizational structure, workload, and nature of the work in order to manage employee costs efficiently and maximize benefits.

- **Recruitment and Employment**

Define and develop the processes of recruitment, selection, and employment, taking into account diversity, and provide opportunities for everyone to acquire knowledgeable and competent personnel with qualifications that are suitable for the position to be recruited, in line with the operational strategy, the Company's business expansion plan, and corporate values. In the event that there are vacancies, the Company will give opportunities and consider selecting employees within the Company first. If there is no suitable person, it will recruit and employ people from outside. The Company will not use child labor or labor violating the law and treat employees, job applicants, workers, and related parties with fairness and implement every step with transparency and verification.

- **Post-retirement Employment**

Provide opportunities for employment after retirement based on the knowledge and abilities of the retiree, as well as the retiree's health and the suitability of the job characteristics.

The nature of the work must not jeopardize health and safety, and remuneration and benefits must be equal and appropriate to the duties and responsibilities. The Company also provides the protection required by the laws and regulatory agencies of each country in which the Company operates business.

- **Compensation and Welfare Management**

Manage short-term and long-term compensation, welfare and benefits that are appropriate, fair and consistent with the Company's performance by taking into account the duties and responsibilities of the job position, economic conditions, living conditions, the business environment; and review it to an appropriate level so that it can compete and be comparable with the employment market in the same type of business. The Company considers the principles of Pay for Position and Pay for Performance, without discrimination in work of equal value, in order to retain and motivate employees who do good work and are competent and dedicated to the organization. The salary and bonus payment cycle (if any) are clearly defined. Salaries are paid on time, and payment documents are provided as evidence to employees. If the performance and turnovers in that year are sufficient to pay the bonus, the Human Resources Management Committee will consider and approve.

Provide welfare and benefits in addition to basic benefits as prescribed by law without discrimination according to their duties and responsibilities. All types of employees will receive benefits such as life and accident insurance, as well as protection against work-related disability, an annual health check-up, maternity leave, and a language proficiency stipend. Full-time employees and yearly contract employees will receive the same additional benefits, including financial support for medical and dental treatment, loans, and other forms of financial aid. Full-time employees will also be eligible to join the provident fund. In addition, employees' families also receive benefits, for example, child scholarships, financial aid for funerals, etc.

Determine the appropriate compensation and benefits for expatriate staff that comply with provisions of local laws and take into account competitiveness with the local market by comparing welfare compensation information and the cost of living/price index of each city in the country in which the Company operates its business.

- **Performance Management**

Establish clear, transparent, and fair criteria and evaluation processes by evaluating employees' performance based on actual performance and reflecting desirable behavior in accordance with corporate values. The Company provides opportunities for employees to

participate in setting their own work plans and key performance indicators (KPIs) with their supervisors in line with the goals of the department and the Company. The performance evaluation system is clearly structured and standardized, with chances for supervisors and employees to discuss together in planning, tracking progress, and strengthening good supervisor-employee relationships. To build morale and be a good role model for others, the Company also recognizes and rewards employees whose performance can meet the goals and behave in accordance with corporate values.

- **Appointment and Transfer**

Establish clear, transparent, and fair criteria and processes for appointment, transfer, and promotion that are free of discrimination and based on knowledge, ability, and achievement of corporate goals while performing duties in line with employees' duties and responsibilities. Employees and workers are informed of the criteria and processes for acknowledgment.

- **Employee Potential Development**

Promote the development of knowledge, necessary skills, and potential of employees and workers in accordance with the direction of the business in a comprehensive, equitable, and non-discriminatory manner, taking into account the suitability of job positions and career advancement, in order to increase the competitiveness of the organization both now and in the future. This includes basic knowledge, technical skills, managerial/soft skills, leadership skills, and digital skills, as well as attitudes and behaviors that support the organization's sustainable operations. The Company has prepared training and staff development plans according to the skills and abilities that are consistent with the Company's expectations and meet the needs of the positions and allocated a sufficient budget for the development of employees throughout the organization, as well as organizing training or applying other tools such as coaching, study visits, small group meetings, knowledge exchange platforms, and providing feedback. In this regard, training programs are regularly evaluated and monitored, and the outcomes are used to develop an employee skill and capability development plan.

Promote career path opportunities for employees by managing talents and preparing succession plans for positions that are important to the business and positions of employees who are retiring. This is to prepare employees with the right qualifications and potential for higher positions, as well as filling vacant positions, by establishing procedures and criteria for assessing executives' talents and potential in accordance with the corporate strategy plan. In addition, there

is a process to continuously monitor and evaluate the progress in the development of employees who will be successors, including evaluating business needs and predicting changes in the labor market periodically in advance.

- **Receipt of Complaints from Employees**

Provide channels for receiving complaints or whistleblowing, a complaint handling process, whistleblower protection, and performance result notification in order to receive comments and recommendations from employees in an equal and equitable manner while also improving operational efficiency. Complaints are forwarded directly to senior management, and there are guidelines for maintaining the confidentiality of persons providing information or reporting complaints in accordance with the complainant protection process. Such complaints will be handled as outlined in the business code of conduct.

- **Quality of Life, Safety, Occupational Health, and Working Environment**

Promote the quality of life and take care of the physical and mental health of employees by providing health benefits in addition to those required by law. Provide a livable, safe, hygienic environment and workplace that allows employees to work to their full potential. Provide quality work safety equipment and prepare to deal with potential crisis situations by systematically managing risk and management in accordance with applicable laws, rules, regulations, and standards, as well as principles of good corporate governance and the business code of conduct.

- **Dismissal**

Establish transparent, fair, and non-discriminatory rules and guidelines for employment termination of employees or workers, respect human rights, and strictly comply with labor laws and related regulations that are carried out fairly and transparently. However, all employees should be treated fairly and equitably. The decision to dismiss should be based on rational considerations, with no personal bias.

Generally, dismissal occurs in the case where the employee does not pass the probation within the probationary period from the first day of employment, or the employee voluntarily resigns in writing, or the Company terminates the employment for a reason. If it is necessary to reduce the number of employees whose performance falls below the standard for two years in a row, they will be terminated and given lawful severance pay as well as other compensation as required by law.

- **Human Resource Management with an Information Technology System**

Develop or apply an information technology system in human resource management effectively by covering recruitment and selection, employment, remuneration and welfare, human resource development, and so on, and use the information technology system to improve the quality of data in the human resource management process so that it is accurate, complete, up to date, rapidly accessible, reduces the process and volume of documents, and analyzes data effectively. It entails developing a system to improve internal communication efficiency, as well as monitoring and overseeing all employees to ensure that they carry out their responsibilities in accordance with the action plan. There is systematic supervision of information technology to protect its security and prevent risks and damages to employees' assets and personal information, as well as the Company's information, from all forms of cyber threats.

- **Building Employee Engagement**

Create and promote employee engagement with the organization, pride, and a positive attitude at work by prioritizing listening to employees' opinions and providing opportunities for them to participate in various important operations of the organization, including instilling strong corporate culture and values. Promote unity and good understanding between employees and management through continuous employee relations activities, including organizing a survey of employee satisfaction and engagement in various matters to develop and improve operations and human resource management to be efficient.

### **Duties and Responsibilities**

To ensure that human resource management policies are implemented across the organization and there is clear supervision, the Company therefore has defined the following duties and responsibilities of individuals or departments within the organization.

#### Board of Directors

- 1) Consider approving and reviewing human resource management policies and guidelines to be up to date and appropriate to the environment and risk factors, at least once a year.
- 2) Supervise business operations to be in line with relevant laws, rules, regulations, policies, and guidelines, as well as encourage concrete implementation of this policy.

- 3) Supervise and support the management in assessing risks in human resource management to ensure the effectiveness of appropriate and adequate risk control.
- 4) Consider reports on risks in human resource management and performance in accordance with human resource management policies and guidelines and provide constructive recommendations to the management for development and improvement.
- 5) Consider urgent issues related to human resource management to supervise and ensure timely operations.
- 6) Encourage and support the executives in recognizing and prioritizing human resource management and cultivating it as a corporate culture.

#### Executives

- 1) Provide criteria, procedures, and guidelines for human resource management that are appropriate for each company's context and in accordance with the policies, procedures, and laws of the countries in which the Company conducts business.
- 2) Establish an organizational structure with responsible individuals and clear responsibilities and roles while allocating appropriate and adequate resources.
- 3) Define interrelated objectives, goals, strategies, plans, and indicators for human resource management, including a succession plan.
- 4) Arrange for the development and review of a sufficiently effective systems of risk management, internal control, and internal audit for human resource management.
- 5) Monitor, supervise, manage, and support employees to comply with relevant laws, policies, measures, and procedures related to human resource management, as well as developing and improving practices to be more effective.
- 6) Act as a good role model by avoiding any activity that may lead to situations or suggestions that could result in policy violations.
- 7) Raise awareness and promote corporate culture and values by continuously communicating to employees at all levels and relevant stakeholders.

- 8) Consider the report on the performance of the policy before presenting it to the Board of Directors.
- 9) Provide channels for whistleblowing and receiving complaints about violations of human resource management policies, as well as complaint handling processes and protection measures for whistleblowers, complainants, witnesses, and information reporters.

**Department or Individuals Responsible for Human Resource Management**

- 1) Develop strategic plans, action plans, and measures on human resource management that are clear and consistent with the context of the business.
- 2) Establish a clear, transparent, and verifiable process for disclosing and reporting information on human resource management.
- 3) Assess and manage human resource management risks, including guidelines for preventing and mitigating impacts.
- 4) Develop internal control, risk management, and policy compliance monitoring to be effective and concise, as well as informing and following up with relevant departments for regular improvement and correction.
- 5) Continuously follow up, monitor, supervise, and evaluate the effectiveness of human resource management.
- 6) Report risk information or significant issues related to human resource management to the executives on a regular basis, and report immediately when abnormal incidents occur.
- 7) Collect data and prepare reports on the human resource management performance, as well as disclosing information to relevant stakeholders of the Company on an annual basis and in accordance with the requirements of regulatory authorities.
- 8) Coordinate and integrate cooperation with relevant individuals, agencies, or stakeholders to jointly establish measures, management, and mechanisms for control, response, and problem solving.

- 9) Communicate to build understanding and awareness and promote participation in human resource management and continuously create a strong corporate culture for employees.
- 10) Provide initial suggestions on the implementation of the policy, as well as coordinate or discuss with other relevant departments to ensure that the suggestions are correct, complete, and clear.
- 11) Report the results of the policy compliance to the Board of Directors, executives, or relevant agencies.
- 12) Review human resource management policies in accordance with relevant laws, regulations, guidelines, and standards.

### **Employees**

- 1) Learn, understand, and comply with laws, rules, regulations, policies, and guidelines, including relevant standards.
- 2) When someone is found to have committed an offense or committed an act that violates this policy, the information or complaint must be reported through the Company's whistleblowing channels.

### **Communication and Training**

The Company communicates human resource management policies to directors, executives, employees, subsidiaries, associates, other companies under the Company's control, business representatives, suppliers, and relevant stakeholders through training, orientation, meetings, or activities, and evaluates their effectiveness and makes continuous improvements.

### **Whistleblowing**

Those who see an action that qualifies as a violation of this policy must complain or report it according to the procedures of the whistleblowing policy. The complainant or whistleblower will be protected, and the information will be kept confidential without impacting their position or compensation, both during the investigation and after the completion of the process.

## **Penalty**

The human resource management policy is considered part of the operational discipline. Directors, executives, and employees who do not comply will be investigated and disciplined in accordance with the Company's regulations, charters, and applicable laws. This may include termination of employment. In the event of an investigation, all employees must fully cooperate with internal and external agencies.

In the meantime, the Company will not demote, punish, or adversely affect directors, executives, and employees who reject actions intended to violate this policy, even if such actions cause the Company to lose business opportunities.

Therefore, this notification is announced for acknowledgment and thorough observance.

Announced on February 25, 2025.

- Signature -

(Dr. Apichart Chinwanno)  
Chairman of the Board of Directors