บริษัท แอ็พพลาย ดีบี จำกัด (มหาชน)

APPLIED DB PUBLIC COMPANY LIMITED

Human Resource Management and Development Policy

Human Resource Management and Development Policy

Applied DB Public Company Limited and Subsidiaries, herein referred to as the “the Company”, are committed to enhancing the quality of employees and the working environment so that employees in the Company can perform their duties to the best of their ability in order to fulfill this commitment. The Company will adhere to and comply with the regulations, labor standards, the Code of Conduct for Business Partners, the Universal Declaration of Human Rights, and other related labor principles to achieve the objectives mentioned above. Therefore, the Company has the following personnel management and development policies:

Definition

1. “**The Company**” means Applied DB Public Company Limited or ADB in this document includes subsidiaries.
2. “**Subsidiary**” means Company in which ADB holds more than 50% of the shares and has control over them.
3. “**Employees**” mean Directors, Executives and Employees at all levels of the Company.
4. “**Business partners**” mean Suppliers of goods and services, including contractors of labor and services.
5. “**Child labor**” means an employee who is a child aged 15 years but under 18 years, and in hiring labor, employers are prohibited from hiring children under 15 years of age as employees.
6. “**Forced labour**” means work that a person performs against their will, using methods or excuses such as punishment, coercion, threats, or coercion to work or services, resulting in the person working against their will or by putting the person in a state where they cannot resist.

The important principles in Human Resource management

1. The principle of fairness and equality, focusing on the moral system, treating all employees fairly in terms of employment, promotion, compensation, and prevention of unfair actions at all levels.
2. Honesty and integrity: Emphasize and adhere to the duty of all levels of employees with honesty and integrity for the benefit of the public and the further development of the country.
3. The principle of respecting and accepting the individuality of employees, including their thoughts, beliefs, and ways of life, by treating each other with respect and acceptance.
4. The principle of importance on quality of life, realizing that quality of life is an important part of work efficiency and is a motivation for work, the company takes into account the safety and promotes the health of employees by taking care of, improving, and providing a work environment that is appropriate and conducive to work both in terms of safety, convenience and cleanliness, including providing opportunities to develop employees' abilities so that employees feel proud, secure and have progress in their work, creating a balance in work and personal life. Reduce work stress and encourage appropriate decision-making delegation based on employees' capabilities

Organization Policy

To respond and provide services at each level of command with agility, flexibility, and the ability to make decisions quickly, as well as adjust management and operations appropriately in line with changes in various environments, including economics, politics, society, and business operations, the company has established an organizational model as follows:

1. Have a workforce that is appropriate for the scope of responsibility and workload. Considering increasing the workforce will be the last method to consider in solving the problem of workload management.
2. The approval screening level does not exceed 3 levels.

3. Middle managers from the manager position and above are responsible for both administration and personnel management.
4. To have specialized or skilled employees as necessary and appropriate for the nature of the work.

Employment Policy

The company is an organization that employs transparently and fairly, and provides opportunities for those with knowledge and skills that match the company's needs to work, both in recruiting new employees and hiring employees after retirement. The employees who are hired and appointed must have qualifications, experience and abilities appropriate for the position and have qualifications according to the company's rules and regulations. In the event of a vacant position, the company will provide an opportunity and consider selecting existing internal employees to fill that vacant position first. If the company cannot recruit employees from within, then the recruitment and hiring process will be carried out from outside, with the following working principles:

1. The recruitment process is transparent and auditable.
2. Employee selection takes into account shared values, core competencies, functional competencies, and the needs of the job at that time.
3. Employment all levels of employment, including recruiting new employees or hiring after retirement, are reciprocal contracts. Therefore, the obligations and terms of agreement in various matters are voluntary for both parties.
4. All levels of new employees will have a probationary period, performance, behavior and other qualifications are appropriate and satisfactory. Probationary employees will be hired as permanent employees and their employment period will start from the first day they start working.
5. The Company has the right to carry out any improvement, change and management, including hiring employees, transferring employees, promoting, suspending, terminating, disciplinary punishment or dissolving/appointing any unit as appropriate for business operations under the specified criteria.
6. The Company has set a policy for hiring government employees to hold positions as directors, executives, employees and employees of the Company or consultants. There must be a selection process and approval of employment determining compensation and control processes to ensure that hiring government employees is not in return for any benefits or benefits to the company destroys the image of credibility and integrity of the performance of duties, which is at risk of corruption.

Human Resource Development Policy

All executives, together with the Human Resources division, jointly develop a curriculum for developing knowledge ,abilities, and skills necessary for work, both current and future, for employees on an ongoing basis to increase the level of working ability, including increasing the potential and progress of each employee, with the following principles:

1. The primary duty of employees to looking to knowledge and develop themselves at all times.
2. The Company has a duty to support and promote the development of employees to enable them to perform their current duties effectively and to promote and develop the potential of employees to increase their future work capabilities in accordance with the guidelines that the Company deems beneficial to the operation of the business.
3. The Company has developed leadership and management skills that are necessary for the overall management efficiency of the Company. It is the responsibility of the executives to identify and develop those

with the potential to successor in order to support the continuity of management work in the department or division.

Performance Assessment Policy

The Company provides a performance evaluation system that fairly reflects the ability and effectiveness of the work, by evaluating the results of the work in accordance with the Company's objectives and goals.

1. Employees must be evaluated by their direct supervisor at least once a year.
2. In the evaluation process, supervisors and employees must communicate with each other so that employees are informed of their past performance results compared to the jointly set goals including receiving information that is useful for future work and as a guideline for personal development.
3. There is a system and evaluation method that can be clearly understood, and the evaluation results truly reflect the performance of the person being evaluated.
4. The company has developed a performance evaluation form based on Key Performance Indicators (KPIs), Competency Indicators, and Productivity/Organization Development activities, in order to enhance the effectiveness and credibility of performance assessments.

Promotion Policy

1. The Company will consider those with appropriate knowledge and skills to work in vacant positions, taking into account the changing situation, business direction and the Company's work needs as the main consideration, and the employee's career advancement as a secondary consideration.
2. Employee selection will consider the appropriate individuals within the company first. If it is found that no one suitable for the job at that time or in that situation can be found, then external recruitment will be conducted.
3. Factors used in considering the suitability of a person to hold a position include the opinion of the supervisor, past performance, and suitability for the qualifications of that position.
4. Promotion can be proposed during the annual performance evaluation round by the department/division executives nominating subordinate employees for position adjustment to the Human Resources Division is responsible for considering the initial qualifications based on the specified criteria and submitting for consideration and approval in accordance with the operational framework of the annual position adjustment regulations.

Compensation and Welfare Management Policy

1. The Company has a policy to pay wages according to the salary structure and benefits determined by the work value of each position according to the knowledge and skills of each individual as specified in the knowledge framework, core skills and/or specific skills that are necessary and consistent with the Company's duties. The company adheres to the Labor Protection Act by ensuring that wages are not lower than the legally mandated minimum wage. In cases where wages exceed the minimum rate, the company takes into account the candidate’s experience and qualifications during the interview process, as well as performance on competency assessments established by the company.
2. The company stipulates that employees shall receive wages and overtime compensation for work performed beyond regular working hours, at rates not less than those prescribed by law.
3. The annual salary adjustment will be determined by the CEO as appropriate each year, taking into account the company's performance, economic conditions - inflation rate, and average salary rates of the employment

market in the same or similar industries into consideration and the salary adjustment of employees will depend on the results of the annual performance evaluation of each employee, both in terms of personal performance (KPI & Competency) and the performance of the parent department or unit (in terms of productivity activities and organizational development).

4. The Company shall provide employees with written information on all wages and remunerations received in each pay period and shall be able to understand the details of the various components and shall not deduct any other wages except for deductions to pay income tax in the amount that the employee must pay or other payments as prescribed by law.
5. The company has a policy to organize recreational and community activities for employees to promote good relationships among employees encourage collaboration and positive work attitudes., as well as promote health and life balance.

Employment Practices

1. **Forced labor**

   The Company shall not engage in or support the use of forced labor in any form and shall not request, collect or receive any employment guarantee, identity card or any identification document from employees. Whether when entering employment, being accepted into employment, or as a condition for employment, unless the law exempts. This includes not using physical punishment, the threat of violence, or other forms of physical, sexual, mental, or verbal abuse as a measure of discipline or control.

2. **Child labor**

   The Company shall not employ or support the employment of children under the age of 15 years and shall not allow or support child labor to work in a manner that is hazardous to health or in an environment that may cause harm to health, health and safety.

3. **Female labor**

   The Company shall not allow female employees to work in a manner that is hazardous to their health or body as prescribed by law. The Company shall also provide pregnant female employees with a place to work or be in an environment that is not hazardous to their health, hygiene, and safety during pregnancy. The company will not terminate, demote or reduce benefits of female employees due to pregnancy.

4. **Discrimination**

   The Company shall not engage in or support discrimination in employment, wages and compensation, benefits, training and development opportunities, promotion or job position considerations, termination or retirement and not to interfere, obstruct or perform any action that affects the activities, exercise of rights or practices of employees due to differences in nationality, religion, language, age, gender or marital status personal attitudes on gender, disability, trade union membership, employment on the board, political party affiliation, or other personal ideas. The company does not support or tolerate any form of unjust discrimination in employment or occupation on the basis of nationality, ethnicity, skin color, gender, age, religion, political opinions, place of origin, ancestry, social status, language, marital status, sexual orientation or gender identity, disability, HIV status, AIDS, pregnancy, trade union membership, employee committee affiliation, personal beliefs, or any other status.

5. **Freedom of Association and Collective Bargaining**

   The company is committed to respecting employees' freedom to form or join organizations in order to promote and protect their work-related rights and interests. The company shall not engage in any actions that interfere

with or obstruct the lawful activities of employee organizations, nor shall it take any unfair actions against employees as a result of their exercise of the right to form or join such organizations, or participate in any lawful activities of employees or employee organizations.

6. **Social and labor responsibilities**

   The Company is committed to conducting its employees to perform their duties with standards, under protection and fair treatment on a social basis and in accordance with the provisions of the labor law on labor protection, labor welfare, labor relations and safety occupational health and working environment and related regulations will be reviewed, developed and improved to be appropriate at all times.

7. **Occupational Health, Safety, and Working Environment**

   The company is committed to managing and implementing occupational health, safety, and environmental practices that cover all types of work or job characteristics that may pose risks to the health and safety of employees and related parties. The company ensures proper controls and preventive measures are in place in compliance with relevant laws and standards on occupational health, safety, and working environment.

8. **Responsibility for employees to take care of themselves (sexual harassment and/or abuse, including violence against women)**

   The Company has channels to report misconduct to employees of the Company who are threatened and sexually abused through words, gestures, physical contact or other methods, including violence against women. If employees are threatened and/or sexually abused, including cases of corruption in hiring and promotion, the company will take disciplinary action against those who violate the company's work regulations strictly. You can report any information to adb_cg@adb.co.th.

Compensation and Welfare Management Policy

The Human Resources Management and Development Policy is part of the “Work Regulations”. Directors, Executives and Employees are responsible for implementing. Violations of the policy are considered an offense and will be punished according to the prescribed work regulations.

This Human Resource Management and Development Policy, which was review and approved by the Board of Directors Meeting No.5/2025 on November 7, 2025, Effective from November 10, 2025 onwards.



(Mr.Pawat Wongtangtrakul)

Chairman of the Board

Document history page

Revised Edition	*Effective date*	*Approved by*	*Edited part*	*Reason*
00	10 August 2018	BOD 3/2561	Document for the first time	To have procedures to use as references in work.
01	10 May 2023	BOD 2/2566	Revise key terms of reference for government employee recruitment and the value of employees that companies need for their anti-corruption operations	To comply with the anti-corruption policy and to be able to operate correctly according to the CAC Check list.
02	10 November 2025	BOD 5/2025	Additional information on compensation management policy, performance evaluation policy, and employment practices, including topics on non-discrimination, freedom of association and collective bargaining, occupational health and safety, and working environment.	To ensure compliance with Thai labor standards and human rights principles.