



HUMAN RESOURCES MANAGEMENT POLICY

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

27 November 2023

HUMAN RESOURCES MANAGEMENT POLICY

MR. D.I.Y. Holding (Thailand) Public Company Limited (the “**Company**”), together with its subsidiaries collectively referred to as the “**Group**” (as defined below), recognises the importance of human resources which are the most important assets in business operations and are a part of success that will enable the Company to achieve the goals as set. The Company, therefore, hereby sets out this Policy to continuously embrace and enhance the work efficiency in all aspects of employees at all levels.

Definition

The “**Group**” means the Company and its subsidiaries, the details of which are as follows:

- 1) MR. D.I.Y. Holding (Thailand) Public Company Limited;
- 2) MR. D.I.Y. Trading (Thailand) Co., Ltd.;
- 3) MR. D.I.Y. (Bangkok) Co., Ltd.; and
- 4) Strategic Logistic Co., Ltd.

Human Resources management

This Policy is established with the concept that human capital is valuable for the Company’s success. In this regard, the Company is committed to take care of and give equal opportunities and fairness to all personnel in every process with the following key principles.

- To respect and comply with applicable laws and Human Rights Codes equally and with mutual respect.
- To embrace principles of fairness and equality, focusing on merit systems, fair treatment to all personnel, and prevention of unfair behaviours at all levels.
- To encourage the personnel to receive equal opportunities for competency development in their career paths, whereby the Company will consider knowledge and competency, which depends on the quality and success of work that reflects an employee being a “talented person”, together with honest behaviour, kindness, and integrity that reflect an employee being a “good person”.
- To embrace principles of respecting and accepting differences of opinions, beliefs, and lifestyles of personnel.
- To focus on the quality of life including improving the quality of life of personnel.
- To provide a safe working environment, comfortable and being a place to be proud to work.
- To promote and maintain a good understanding between personnel and executives and among personnel themselves, as well as be interested in listening to opinions and concerns of personnel. Upon being informed, The Company will consider the opinions and complaints of personnel according to the prescribed procedures.

Employment of the disadvantaged

The Company supports the employment of “vulnerable persons, the disadvantaged, and the disabled”, enabling them to access social security, be self-reliant, be employed, and earn income, by assigning works suitable for individual work potential as well as supporting and promoting the employment of the disabled and the disadvantaged by various external organizations.

Taking care of underage, female, and pregnant employees

The Company will treat and give equal opportunities to all personnel regardless of gender. Caring for pregnant women by assigning work or modifying the nature of work suitable for gestational age, including determining an appropriate scope of work not to affect the physical and mental health of pregnant women. The Company does not have the policy on exploitation by violating the human rights of child labour. The Company, however, will support and promote internships or training programs in accordance with applicable regulations and laws.

Manpower planning

The Company implements a manpower plan at least once (1) a year to suit the Company's goals. Each department will assess or analyse the number of manpower required according to the work plan and goals of each section in order to meet business goals. The manpower plan will be analysed and adjusted by the management in order to ensure suitability for circumstances and ability to achieve the business goals as set.

Recruitment

The recruitment process shall be based on transparency in the recruitment and selection process and shall be conducted with equality and fairness, without discrimination based on nationality, gender, or religion. The Company shall clearly determine the qualifications of employees by taking account nature of the work, experiences, expertise and other requirements of each position (Job Description) and will select qualified persons according to the determined procedures in order to recruit the personnel qualified for such positions.

Determination of personnel's remuneration

The Company put in place the policy remuneration and welfare management, enabling the Company to retain quality personnel and attract external talents, and to focus on performance-based remuneration by taking into account fairness within the organisation, competitiveness in the labour market, as well as the relevant laws, cultures, rules and regulations, in order to comply with the Company's mission and organizational values. In this regard, remuneration of personnel will be determined appropriately and in line with the remuneration of the same industry, taking into account knowledge, ability, experience and performance of each individual, together with consideration of equality within the Company, which is assessed from the scope of responsibility, complexity of the work, experiences and skills required to perform in different functions.

Personnel development

Personnel development at all levels is a part of the Company's core strategies and a commitment of the key executives. The Company strives to present effective methods for personnel training and development, focusing on improving attitudes and operational approaches by combining classroom training, coaching giving feedback, and on-the-job training (OJT). Training and development consist of the following approaches.

- The Company encourages personnel to develop knowledge and expertise from actual operations, by providing supervisors in each field to be in charge of training in such particular field.
- The Company encourages work rotation and constantly provides seminars and training programs, both internally and outside the Company, to personnel at all levels from executive to operational levels in order to develop knowledge, ability, and work potential, as well as to apply the knowledge gained from the training program for improving the operations within the Company.
- The Company arranges the assessment on the demand and necessity for the Company's personnel development at all levels, from executive to operational levels. The Company then formulates the human resource development plan for compliance with the Company's development plans, and for preparing the Company's personnel for increasing responsibilities, career path, the ability to assume a vacant position.
- The Company will arrange various activities to create intimacy, familiarity, good relationship between executives and personnel at all levels, enabling the improvement of quality of performance in order to reflect professionalism, resulting in utmost satisfaction of the customers.
- The Company encourages a warm welcome to new personnel, as well as providing on-the-job training and assistance to ensure a proper transition into the Company and fundamental for long-term success.

Remuneration management

The Company has a remuneration management policy that adheres to principles of fairness and equality, by ensuring the remuneration management with fairness, both internally and competitive with external businesses, as well as focusing on determination of remuneration in accordance with achievements. The Company will implement the international standards on remuneration management system within the Company. The details of which are as follows.

- The Company provides a fair and transparent performance management system where all employees will participate in setting goals, monitoring and evaluating performance with their supervisors, which must be consistent with the goals and strategic plans of the Company.
- The employee's performance evaluation will be assessed from performance and behaviour of such employee, whereby the assessment regarding the performance will be based on the comparison between the performance and the set goals.
- The Company requires supervisors to be responsible for supervising, assisting, advising in

setting goals and monitoring on performance evaluation, as well as providing information to subordinates with fairness in accordance with the procedures and time specified by the Company.

- The Company will use the results of the employees' performance assessment for the human resource management, including the consideration of annual salary increases and/or annual bonus, as well as consideration of a wage increases and personnel development.

Annual salary adjustment

- The Company will consider the budget for salary increases annually, of which the procedure will usually commence by the fourth quarter, and the adjusted salary will be effective in January of the subsequent year, taking into account the economic condition, competitive labour market conditions, survey results on salary increases in external organizations and the Company's ability to pay.
- Budget allocation for the annual salary increase will be in accordance with performance-based remuneration. In addition, procedures and methods for annual salary increases will be determined clearly, transparently and with fairness towards the employees in order to motivate them to contribute good performance results for the Company.
- The Company requires supervisors to be responsible for informing the results of the annual salary increase to employees for acknowledgment and understanding, whereby the human resources function has a duty to assist, advise, and support accurate and sufficient information.

Annual bonus payment

The Company determines that the annual bonus payment depends on the operating results of each company in the Group and the employee's 'individual performance. The Company will consider one or more of the main factors such as the Company's financial status, employment conditions, years of experience, results of employee's performance, leave and absence statistics, as well as violations of regulations or policies announced by the Company. Normally, the Company will pay bonuses once (1) a year during the Chinese New Year. The Company reserves the right to determine, modify, and postpone the annual bonus payment of the Company subject to the policy of the management in each year.

Provision of welfare and benefits

- The Company provides various welfare and benefits to the employees as required by law. Apart from statutory welfare and benefits, the Company may consider providing additional welfare and benefits as appropriate for each locality. This is to promote well-being, strengthen security, safety, a suitable working environment, as well as strengthen morale and encouragement in working, for the employees.

- The provision of additional welfare and benefits must be in accordance with specific conditions, requirements, and the Delegation of Authority. The Company may improve or modify such welfare and benefits as appropriate in accordance with relevant laws.

Manpower reserve and succession plan

The Company places importance on succession planning by identifying positions that are important in driving the business at present and in the future (Critical Positions), as well as setting clear procedures and criteria for considering assessment on the competency and potential of the executives that are in line with the aforementioned business strategic plan (Talent Review Process), and conducting continuous assessment every year. The results of the assessment will enable the Company to analyse the potential of executives and the organisation as a whole (Organisation Capability) and use such as a guideline for the succession planning of the executives. In this regard, the Company pursues individual development planning, together with recruiting the external qualified persons in order to prepare them for succession planning. The Company will continue to monitor and evaluate the personnel development of the successor, along with assessing the situation of business demand and periodically forecasting changes in the labour market in advance, in order to adjust the recruitment plan while developing and preparing a succession plan to be effective, in line with business changes, and have personnel ready for the succession of key positions.

In preparing the succession plan. The Company will proceed as follows:

(1) *Determination of potential successors*

Determine the potential successors with the following criteria:

- performance;
- potential and Leadership Competencies; and
- consistency with corporate values of the Group

(2) *Nomination of successors*

- at least one (1) person will be adjusted as a successor to a position which is considered significant in driving the business, whereby the Company will regularly recruit suitable candidates from both inside and outside the Group; and
- the nominated person must possess the necessary qualifications and knowledge for such an important position.

(3) *Development plans for successors*

- to plan personnel career paths, as well as supporting individual competency development to promote and drive leadership skills and responsibility suitable for such position;
- to provide all successors with adequate training and readiness for future succession; and

- to report the results of the succession plan to the Board of Directors at least once (1) a year; and
- the succession plan under this Policy shall be reviewed by the Board at least once (1) a year.

Ethics Promotion Policy

The company has prepared the principles of business ethics, anti-corruption policy, corporate values, work regulations, notifications, orders, and policies. The Company will provide guidance to employees on the first day of their employment with the Company, while the Company may promote additional guidance during the year. the Company also supports activities that promote personnel ethics in order to maintain the virtue of the employees, as well as applying the assessment results on ethical behaviour to the processes concerning human resource management, such as recruitment, performance evaluation, personnel promotion, and disciplinary action, etc.

Review of Policy

This Policy shall be reviewed at least once a year by the Human Resource Department. 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 27 November 2023 by approval of the Extraordinary General Meeting of Shareholders No. 3/2023.

(Mr. Ong Chu Jin Adrian)

Chairman of the Board of Directors

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