

Gunkul Engineering Public Co., Ltd. and GUNKUL Group			
	Human Resources Management and Development Policy	Doc. No.	POL-BOD_68-041
		Effective Date	13 NOV 2025
	Approved by the Resolution of the Board of Directors Meeting No.7/2025, dated 13 November 2025	Issue No.	4.0
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Objectives

The Human Resources Management and Development Policy aims to enable the Human Resources Department of Gunkul Engineering Public Company Limited (“the Company”) , Gunkul group (“the Group”), and relevant personnel aware of the importance of human resources development, human resources preservation, including creating career advancement that will support and encourage all employees to perform their duties effectively for the Company’s operations, including developing themselves to the fullest of ability and potential to be ready with changes and the Company’s strategies sustainably.

The Company realizes that personnel are a valuable resource and considered as an important force in driving organization by focusing on management and development of personnel to be people of quality, morality, ethics, adhering to honesty, integrity, and responsibility to the organization and society. The Company believes that developing personnel to be good and capable people, including managing to preserve valuable personnel and promoting career advancement in order to build confidence in employees in growing with the Company will help promote sustainable growth and advancement of the organization.

1. Personnel Training and Development

1.1 Employee training plan shall be set annually in consistent with the Company’s goals and business plan.

1.1.1 Employee training and development is a duty that must be done together as follows:

- The Company has goals, commitment and plans for employee training and development. This must be in accordance with the Company's policy.
- Supervisors are responsible for giving their subordinates the opportunity to receive regular training and development based on the training plan.
- Employees are the driving force of the organization. They must keep learning, developing and improving according to the development plan to keep up with changing missions and consistent with the organizational goals.

1.1.2 Employee training and development consists of 2 parts; training about job in duties, and training regarding management and other organizational behaviors. This shall vary according to the situation and necessity.

1.1.3 Approval of training expenses shall be in accordance with the annual training budget plan and the budget specified by each department (if any) shall be as specified in the approval authority manual.

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1.1.4 Specifications and Guidelines on Training and Development

- 1) The orientation for new employees of the Company at all levels is organized to support new employees in learning and adapting to their roles, responsibility and expectations of the position assigned effectively. They shall receive guidance and information that are beneficial to performance of duties, including an understanding of the objectives, main goals, vision, mission, and organizational values as well as the nature of the Company's business and business practices, including promoting the Company's personnel to share work experiences with co-workers to create an atmosphere for learning and development within the organization.

1.2 Training by training institutes outside the Company

When any department sees that there is a training course that is beneficial to its employees, that department can offer employees training and development by.

1.2.1 Each department contacts the Human Resources Department for approval by considering the following:

- Suitability of the external curriculum for the benefits that will be received.
- Suitability of employees nominated by supervisors to receive training.
- The cost of the course compared to the distribution of training and development opportunities among other employees in the department evenly with the budget limit.

1.2.2 Use the training budget of each department in accordance with the annual approved budget.

1.2.3 When the Human Resources Department has given approval to send employees to training, such department is allowed to send employees to outside training.

1.2.4 When employees have received external training, they shall provide reports on training and development results to the supervisor within 90 days from the date of completion of training and development and have the supervisor send it to the Human Resources Department to store the information for use in reporting training results and planning training and development for the next year.

1.3 In-house training and development

Various departments in the Company can organize training and development for their own employees by proceeding with the following steps:

1.3.1 Departments that want to provide training and development for employees in their own departments are required to prepare training and development projects and submit to the Human Resources Department.

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1.3.2 In creating training and development projects, the topic of training and development, objectives, training and development content, speakers, and trainee and development participants, including budget must be specified.

1.3.3 The Human Resources Department considers the appropriateness of the said training and development project and expenses by considering expenses compared to the allocated budget of each department.

1.3.4 Once the Human Resources Department has given approval, public relations will be carried out to other related departments to be informed in order to present names of participants in the training. the Human Resources Department will arrange the place, equipment, and carry out various activities to make the training successful.

1.3.5 After training is complete, the Human Resources Department shall record all information, including details, courses, list of employees receiving training and expenses to prepare training history information to be used as a guideline in preparing the next training plan.

In addition, the Company has a policy for each department to provide On the Job Training or Knowledge Sharing to develop operational skills for employees in order to perform their jobs more efficiently.

1.4 The Human Resources Department shall make a summary of each training course, follow up, and summarize training assessment results according to the established plan by preparing a report to present to management.

2. Manpower Plan

The Company has a policy to prepare the manpower plan to accommodate various situations or changes that may occur to create stability and enable the Company to has prepared the manpower plan as follows:

2.1 Set the notification date for resignation by requiring employees to notify their respective supervisors at least thirty days (30 days) in advance before the date the employee wishes to resign so that the Company has enough time to find replacement manpower.

2.2 Prepare personnel development plan in each department to be ready to deal with or take over responsibilities in the event that employee in that position resigns, especially a position related to important management. The Company will plan to select talented personnel in each department for training to be able to inherit the position in the future.

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3. Employee Preservation

The Company places importance on motivating employees to commit to the organization in the long-term. The guidelines are as follows:

- 3.1 For remuneration management, the Company will conduct a survey of remuneration and welfare (Benchmark) comparable across industries and nearby industries, as well as the external environment in order to review and improve the remuneration criteria to be appropriate. There is also continuous review and development to be able to manage remuneration in line with the trends and needs of the new generation employees. In addition, there are no gender differences in determining employees' remuneration and promotions.
- 3.2 Create a bond in the organization including building relationships between senior executives and employees through various activities, organizing activities to communicate business direction, movement in the organization and news to employees continuously through various channels, such as direct messages from the Chief Executive Officer, Chairman of the Executive Committee and/or Chairman of the Board of Directors via email and/or other employee channels.
- 3.3 There is a clear employee performance assessment system that focuses on thorough communication, access to employees to listen to their opinions separated into work lines and work levels to communicate with employees regarding career growth, criteria for performance assessment and level adjustment, including reviewing the Company's welfare criteria for employees to understand. As well as giving rewards, both in the form of monetary and non-monetary, to employees who perform well and able to work according to the Company's goals in order to motivate them to work efficiently, promote morale and encouragement.

4. Career Advancement Management

- 4.1 Determine the job structure properly, with the Company placing importance on its internal employees by recruiting internal people and/or transferring positions of suitable employees before recruiting people from outside. The conditions of job transfer and internal recruitment shall be consistent with principles and conditions set by the Company.
- 4.2 Employees participate in planning their own development together with supervisors and the Human Resources Department, both in preparing personal development plan, training, and other forms of development according to the Company's procedures. Including communicating opportunities for career advancement and encouraging employees to develop themselves so they can grow in their careers according to skills, abilities, and expectations.

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Revision Record

Document No.	Issue No. /Revision No.	Date	Revised part	Reason of revision	Date of Cancellation
POL-BOD 66-015	1.0	27 FEB 2023	Newly written	To comply with the principles of the supervising agency and the current operations	28 FEB 2024
POL-BOD 67-025	2.0	28 FEB 2024	Reviewed	To comply with the principles of the supervising agency and the current operations	27 FEB 2025
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