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IRPC Public Company Limited  
Announcement No. 020/2563

## **Human Resources Management Policy of IRPC Public Company Limited and Subsidiaries (IRPC Group)**

To ensure efficient management, development, and motivation of human resources, the Company has set forth this HR policy as a guideline for managing human resources across IRPC Group as follows:

### **1. Manpower Planning and Allocation**

The Company shall plan and allocate manpower appropriately and adequately to support business strategies, operational efficiency, and organizational growth. Workforce planning will be based on analysis of current and future needs, taking into account the qualifications, capabilities, and suitability of personnel for each position.

### **2. Performance Management**

The Company shall establish a performance management system with clear objectives, performance indicators, and evaluation criteria, emphasizing fairness and transparency. It shall be used to motivate employees, enhance productivity, and foster employee engagement and commitment.

### **3. Compensation and Benefits**

The Company shall provide competitive and fair compensation and benefits to attract, motivate, and retain qualified personnel, in line with industry standards and the Company's financial condition. Compensation structures will be reviewed regularly to ensure internal equity and external competitiveness.

### **4. Talent Management**

The Company shall identify and develop high-potential employees for future key positions through structured talent management processes, including career path planning, job rotation, and succession planning, to ensure continuity in critical roles.

### **5. Employee Development**

The Company shall provide continuous learning and development opportunities to enhance employees' knowledge, skills, and capabilities, aligning with organizational needs and strategic directions. This includes technical training, leadership development, and behavioral competency programs to build a strong organizational culture and workforce.

### **6. HR Mobility within IRPC Group**

The Company shall promote internal mobility to enhance employee experience and build a

strong talent pool for the Group. This includes temporary assignments, project-based work, and secondments within IRPC Group, based on business needs and individual career development plans.

All executives, managers, and employees must strictly adhere to this HR policy and work collectively to achieve organizational goals effectively and sustainably.

Announced on 11 May 2020

(Signed)

(Mr. Pongpol Pinsupa)

Chairman of the Executive Board