



TIPCO ASPHALT GROUP
Human Capital Management Statement

Revision 1 : June 2026

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Group's Vision and Core Values :

Vision 2030 : To be a trusted partner in mobility infrastructure ecosystems, delivering sustainable value through global expertise and a shared growth mindset.

วิสัยทัศน์ 2573 -- เราจะเป็นพันธมิตรที่ไว้วางใจได้ในเครือข่ายโครงสร้างพื้นฐานด้านการคมนาคม มุ่งเน้นการส่งมอบคุณค่าอย่างยั่งยืน ด้วยความเชี่ยวชาญในระดับสากล ผ่านแนวคิดการเติบโตร่วมกัน

Core Values : T-I-P-C-O

TEAMWORK - We are a TIPCO ASPHALT Team

We must have trust amongst each other and apply individual strengths to achieve team objectives

การทำงานเป็นทีม - พวกเราคือทีมท๊อปโก้แอสฟัลท์

ทีมท๊อปโก้แอสฟัลท์ตั้งอยู่บนความไว้วางใจของสมาชิกในทีมด้วยการใช้จุดแข็งของแต่ละบุคคล เพื่อบรรลุเป้าหมายของทีม

INTEGRITY - Zero Tolerance to misconduct

We must always abide by lawful activities and adhere to industry best practices

ความซื่อตรง - การไม่ยอมรับต่อการประพฤติมิชอบ

ปฏิบัติตามกิจกรรมที่ชอบด้วยกฎหมาย และปฏิบัติตามแนวทางทางที่ดีที่สุดในอุตสาหกรรมเสมอ

PRUDENCE - We see it through and do what is right

We accept risks with careful considerations and accountability of its consequences

ความรอบคอบ - เราพิจารณาอย่างถี่ถ้วนและทำในสิ่งที่ถูกต้อง

ยอมรับความเสี่ยงด้วยการพิจารณาอย่างรอบคอบ โดยบริหารความเสี่ยงตลอดห่วงโซ่คุณค่า เพื่อป้องกันความเสียหายล่วงหน้าที่จะมีผลต่อการดำเนินการทางธุรกิจ

COMMITMENT - We keep our word

We ensure the needs of our stakeholders are met

คำมั่นสัญญา - เรายึดรักษาคำพูด

จับคู่ความต้องการของผู้มีส่วนได้เสียและองค์กร โดยมีการประสานทำให้เป็นหนึ่งเดียว

OPEN-MINDED - Open-mind makes us agile and welcome to change

We are approachable and willing to cultivate diverse ideas with no fear of change, if necessary

การเปิดรับความคิดเห็นที่แตกต่าง - การเปิดรับความคิดเห็นที่แตกต่างทำให้เราปรับเปลี่ยนกระบวนการคิด การตัดสินใจ และสามารถปรับตัวเข้ากับการเปลี่ยนแปลงที่เกิดขึ้นได้เป็นอย่างดี เข้าถึงได้ง่ายและเต็มใจที่จะปลูกฝังแนวความคิดที่หลากหลาย โดยไม่กลัวการเปลี่ยนแปลง

T-I-P-C-O

Human Capital Management Statement Matter

Purpose: This statement outlines the fundamental principles for achieving efficient and effective Human Capital Management (HCM) within TIPCO ASPHALT GROUP.

Coverage of the Group's HCM statement includes Tipco Asphalt (Public) Company limited and all subsidiaries in Thailand and overseas.

These guidelines are aligned with the TIPCO ASPHALT GROUP's Strategy Goals and we encourage sustainable value through eco-efficient, safety and shared growth mindset.

We then reflect on Human Capital Management activities to respond to these priorities starting from Talent Attraction and along with the valued chains of our People Management interventions. This strategy enables us to attract and retain talents who share the same values while offering transparency and fair treatment to all stakeholders.

Alongside our sustainability priorities, the organization's Core Values are embedded in Talent Acquisition, Talent Review and Succession Planning, and all development activities. Consequently, the implementation relies on sound judgment, compliance with the local market laws, and practical judgment, while considering the unique context of each situation. The key principles of these guidelines must be supported in all circumstances, with due respect for local legislation and practices everywhere.

In the event of any discrepancies between the Human Capital Management statement and local legislation, local legislation shall take precedence.

- **Roles of Human Capital Management**

The primary objective of Human Capital Management is to enhance the overall performance of the Group by elevating People's performance. Given the growing significance of People within our group, Human Capital Management holds a pivotal position in formulating and executing people strategies that influence the financial outcomes, the organization's reputation, efficiency, and sustainability.

The Human Capital Management function needs to develop the talent pipeline to expedite the business results and prepare talents for the future including delivering flawless administrative support and complying with Laws, which is a fundamental responsibility. Human Capital Management needs to contribute value to the business and adopt a proactive stance whenever necessary in our value chain.

- **A Shared Responsibility**

The primary responsibility of overseeing Human Capital Management within the organization is a joint obligation shared between People Managers and the Human Capital Management Department across the entire Group. They collaboratively put forth appropriate policies, ensure their constant enforcement, and execute with fairness, functioning as business partners. Their combined credibility is not only on their professional contribution but also on their caring and mastery of their communication.

- **Dealing with People**

In essence, interactions with individuals within the TIPCO ASPHALT GROUP should align with our core values of "T-I-P-C-O". A fundamental requirement when engaging with People is to establish **Respect and Trust**. Apart from that TIPCO ASPHALT GROUP also adopted the Ten Principles of the United Nations Global Compact applying in Human Capital Statement work processes.

There is no room for intolerance, harassment and abuse of power, or any form of discrimination, as these behaviors show a fundamental lack of respect. This principle applies to all, without exception, and should be sustained at all organizational levels and under all circumstances.

In instances of conflict between an employee and their supervisor or another colleague, it is necessary to provide a platform for fair and impartial hearing. Human Capital Management Department shall provide the necessary support to ensure that the dispute is addressed

equitably, allowing each party, regardless of their hierarchical position, the opportunity to present their perspective and solid & fair treatment of the investigation process.

- **Workplace Culture**

The establishment of an inclusive, diverse, and open working environment stands as a principle for molding the culture at TIPCO ASPHALT GROUP. Within this encouraging atmosphere, we firmly believe that our people are empowered to excel and achieve superior outcomes through a collective and collaborative culture.

TIPCO ASPHALT GROUP maintains a solid commitment to prevent all forms of discrimination and harassment in the workplace, in strict accordance with our grievance handling procedures and policies, as detailed in our policies:

- Human Rights Policy --- [www.tipcoasphalt.com](https://www.tipcoasphalt.com/wp-content/uploads/2025/05/Human-Right-Policy-No.-1-2025.pdf) (https://www.tipcoasphalt.com/wp-content/uploads/2025/05/Human-Right-Policy-No.-1-2025.pdf)
- Treatment of Employees, the Group's Code of Ethics (https://www.tipcoasphalt.com/wp-content/uploads/2025/04/COE-EN-130126_latest.pdf Page 9)
- Reporting or Whistleblowing, the Group's Code of Ethics (https://www.tipcoasphalt.com/wp-content/uploads/2025/04/COE-EN-130126_latest.pdf Page 16)
- Disciplinary Action, the Group's Code of Ethics (https://www.tipcoasphalt.com/wp-content/uploads/2025/04/COE-EN-130126_latest.pdf Page 17)

This commitment will be independent of their line management when deemed appropriate. We consistently monitor the cultural dynamics within TIPCO ASPHALT GROUP and are dedicated to fostering a diverse workforce by eliminating obstacles to diversity.

Human Capital Management plays a key role in creating the work environment which starts with "Open-Minded" as when people open up, it will ignite learning, attentive listening, ideating, and experimenting.

- **Governance**

TIPCO ASPHALT GROUP conducts its business operations in strict adherence to principles that uphold the rights and dignity of all individuals, fully complying with all relevant laws and regulations. We are resolute in our commitment to eliminate any form of unacceptable treatment of workers, guided by the principles outlined in applicable legislation.

Moreover, TIPCO ASPHALT GROUP is persistent in its dedication to providing a healthy workplace environment for all employees as we focus on our employees' well-being.

This commitment is upheld in accordance with TIPCO ASPHALT GROUP's workplace safety standards and regulations governing both physical and mental health.

Human Rights and Labor Commitment

Purpose: The purpose of a Human Rights and Labor Commitment, is to align the principle with the internationally accepted standards especially giving support to comply with Universal Declaration of Human Right: UDHR, United Nations Global Compact: UNGC, United Nations Guiding Principle on Business and Human Rights: UNGP and International Labor Organization Declaration on Fundamental Principles and Rights at Work: ILO. We will do our business to support and respect the protection of internationally proclaimed human rights. We strive to ensure that we are in no way complicit in human rights abuses.

TIPCO ASPHALT GROUP will continue to uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced labor and compulsory labor, the effective abolition of child labor, the right to education, equal remuneration, other rights such as personal data protection, and the elimination of discrimination in respect of employment and occupation.

We have a commitment to uphold human rights, to demonstrate a commitment to the protection and promotion of fundamental human rights for all individuals, regardless of their race, religion, gender, nationality, language, skin color, social, culture, or other status as stipulated by Laws of each country and treaty each country has committed to Human Right include the rights to life and liberty, freedom from slavery and torture, harassment, human trafficking. Human rights commitments can be made by individuals, organizations, businesses, governments, and countries. It will nurture our priority on the Innovation Leader to achieve sustainable growth.

The TIPCO ASPHALT GROUP Human Capital Management team is committed to safeguarding the fundamentals of Human Rights and Labor Practice. This commitment involves all relevant legal obligations, cultural norms, and values when interacting with employees and those impacted by our Human Capital Management practices. We are also committed to avoiding any involvement in or supporting human rights violations.

In alignment with our Group commitment to protecting individual and collective rights, we encapsulate our approach to Human Rights management by using the acronym "**RIGHTS**," which stands for:

Respect the rights of individuals as outlined in the United Nations Universal Declaration of Human Rights and its corresponding covenants, where applicable to business, including the international principles relating to labor practices.

- Integrate and uphold the United Nations Declaration on the Rights of Indigenous Peoples.
- Guard the rights of children, ensuring their protection, welfare & well-being, and development in accordance with accepted national and international standards.
- Honor the rights of people with disabilities, promoting inclusivity and accessibility to create a supportive and equitable environment for all.
- Treat all individuals with fairness and equality, upholding accepted national and international standards for Human Rights.
- Support and promote Human Rights at all levels of our organization, actively participating in efforts to advance these principles within our sphere of influence.

Identifying and addressing Human Rights and Labor risks is a pivotal aspect of our Human Capital Management practices to effectively manage potential issues and their impacts.

- We are dedicated to the ongoing evaluation of these risks through a comprehensive group-wide assessment process, conducted at regular intervals.
- The process of risk and impact assessments serves as a mechanism for identifying and prioritizing both current and potential Human Rights and Labor impacts that may proceed from our Human Capital Management activities.
- Subsequently, these identified impacts are managed collaboratively by the relevant business units, line managers, employees, and the Human Capital Management Department to ensure their mitigation and resolution.

Good management practices in addressing the identified Human Rights and Labor aspects of our Human Capital Management practices. This commitment ensures that we have robust safeguards in place and that we provide justified measures to address any Human Rights and Labor issues that may arise.

Human Capital Management policies and practices are required to perform the routines of an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decision-making.

Human rights compliance assurance processes are conducted to comprehensively identify, prevent, mitigate, and account for how our Human Capital Management practices impact Human Rights and Labor. These processes are designed to enable the remediation of any adverse impacts through legitimate and transparent procedures.

We shall ensure that all remediation measures are victim-centered, prioritizing the rights, dignity, and needs of affected individuals. Remedies shall be timely, accessible, fair, and proportionate to the nature and severity of the harm.

All processes shall be conducted in an equitable, impartial, and confidential manner, with strict adherence to the Group's non-retaliation commitment.

Remediation shall be rights-compatible and aligned with internationally recognized standards, including the effectiveness criteria of the United Nations Guiding Principles on Business and Human Rights (UNGPs), ensuring that outcomes are legitimate, predictable, and transparent.

The Group improves our processes to reduce risks and impacts, so we need ways of assuring ourselves where internal auditors have such a critical role to play, providing the Group's board with confidence in the organization's understanding and management of the human rights risks.

Transparency is an essential cornerstone of our Human Rights and Labor management approach. We are persistent in our commitment to keeping our employees well-informed about various issues that may arise from our Group activities. This includes supporting the right to free, prior, and informed consent in our interactions with local people. We will conduct regular reviews of our activities concerning Human Rights and Labor aspects to ensure their continued alignment with our principles.

Solution-oriented management is a fundamental component of our Human Rights and Labor management program. In the event of problems or concerns, we actively encourage our people, line managers, and relevant stakeholders to collaboratively identify and implement solutions to overcome any obstacles or challenges. Our approach prioritizes transparency and fairness in these endeavors to ensure a just and effective resolution process.

TIPCO ASPHALT GROUP Human Capital Management, including our employees at all levels, are obligated to adhere to these Human Rights and Labor principles in all aspects of people's practices and activities. We expect and encourage full cooperation from everyone to ensure the successful and mutual implementation of these principles.

Communication of Labor Standards : The Group publicly discloses the HCM statement in our official website (www.tipcoasphalt.com) and internally communicates to all employees as a part of orientation program for new joiners.

Diversity Equity & Inclusion (DE&I)

Purpose: Organizations implement Diversity Equity and Inclusion (DE&I) initiatives for several important purposes, which contribute to success and effectiveness. It is also a critical item in sustainable development global goals. TIPCO ASPHALT GROUP uses diversity, equity, and inclusion (DE&I) initiatives for both compliance obligations and to increase work efficiency with a more diverse, equitable, and inclusive workforce.

At TIPCO ASPHALT GROUP, **Diversity, and Equity** bring us closer to the communities and the roads we serve. **Inclusion**, particularly in the context of the workplace, has a wide range of benefits for individuals, organizations, and society.

Our commitment to Diversity and Equity not only strengthens our connections with our employees, customers, and the communities we serve but also reflects our ongoing efforts to foster a culture where the value of differences is embraced.

Our core values: T – Teamwork, I – Integrity, P – Prudence, C – Commitment, and O – Open Minded, determine that we are driven by the principles of diversity, equity, and inclusion in all facets of our operations.

Making these values visible and tangible in everything we take on, our firm commitment is to establish workplaces where everyone is empowered to bring their authentic selves to work, fostering an environment of authenticity. This assembling team is composed of individuals with diverse backgrounds, perspectives, experiences, skills, and capabilities working in collaboration to strengthen and enhance our organization.

Our commitment extends to the retention, development, and recruitment of talented and motivated individuals. We seek those who are profoundly passionate about our customers and who possess a diverse range of skills, experiences, and perspectives. To drive innovation, generate values, and drive us towards our global ambitions.

At TIPCO ASPHALT GROUP, **Diversity and Equity** incorporates an open-minded embrace of the comprehensive aspects that distinguish individuals from one another. This includes **a person's characteristics defined in the context of the United Nations and International Labour Organization** : Nationality, race, skin-color, sex, gender, age, religion, political opinion, national extraction and social origin, language, marital status, personal attitudes about sex, sexual orientation, gender identity, gender expression, disability, HIV/AIDS-related illnesses, pregnancy status, employee committee, or any other personal opinions, any status of human rights, including women and LGBTQI groups.

Our D&I initiatives also respect any other types of personal attributes beyond mentioned above, such as family status, generation, life experiences, organization function and level, personality type, physical characteristics, belief and spirituality, cultural backgrounds, and thinking or learning styles.

While **Inclusion** expresses our dedicated efforts to eliminate both perceived and tangible obstacles to becoming integral to our organization. It revolves around fair and respectful treatment and ensuring equal access for all. We are committed to creating an environment where our people can readily express their voices and be heard. We firmly believe that our commitment to diversity and inclusion is not only a responsible course of action but also a key factor in enhancing TIPCO ASPHALT GROUP's character.

Diversity and Inclusion (D&I) within the Human Capital Management framework outlines our fundamental principles and the steps we take to foster a diverse workplace. It also serves to evaluate our effectiveness in implementing these initiatives. Our aim is to create a workplace atmosphere where every employee can reach their full potential.

With the focus of the D&I, we will proactively provide the Human Capital Management initiatives that drive the result.

- We are committed to providing equal opportunity for employment and career progression with no bias or discrimination, with this strong end in mind we plan to promote an increasing number of Female employees at Management level.
- We offer training and educational programs aimed at increasing employee awareness of diversity and inclusion, along with the benefits they bring.
- We are dedicated to improving our processes and policies to promote greater flexibility and diversity within our organization.
- We are determined to instill diversity, equity, and inclusion into our organizational culture through active employee engagement activities.
- We commit to the legal employment of migrant workers, ensuring that all foreign employees receive equal treatment where statutory requirements as well as the International Labour Organization (ILO) standards.
- We support youth employment through internship and apprenticeship, with particular attention to encourage employment of underprivileged groups.

Alongside our proactive approaches, we encourage an inclusive and diverse workplace by strictly prohibiting and condemning all forms of harassment, including abuse of power and sexual harassment, discrimination, and victimization.

Talent Acquisition & Employment

Purpose: The long-term success of the Group points to its ability to attract, retain, and continually develop a skilled workforce capable of driving sustained growth for the Group. This critical mission is the primary responsibility of all managers, with full facilitation and support provided by the Human Capital Management Department.

Our Talent Acquisition and employment process are focused on identifying the most qualified individuals for any role, irrespective of their age, race, religion, disability, national origin, family status, gender identity or expression, generation, language, experiences, personality type, physical characteristics, skin color, belief and spirituality, ethnic and cultural backgrounds, and thinking or learning styles.

The policies specific to each market will set the essential guidelines to ensure that talent acquisition and selection adhere to approved procedures and follow appropriate channels.

To ensure these objectives, we maintain ongoing vigilance over our talent acquisition and selection processes. The Group is dedicated to endorsing and upholding a set of principles, which include local and international conventions of employee rights, as well as the protection of children against child labor and other significant issues.

The policy about recruitment and employment is aimed at selecting individuals with both the personal attributes and professional skills necessary to foster a lasting and mutually beneficial relationship with the Group.

The management is committed to implementing requisite processes to ensure that the principles outlined in this statement, particularly regarding recruitment and employment, are rigorously enforced at all organizational levels.

Furthermore, it is expected that our suppliers and providers of outsourced services will be informed about and adhere to these principles.

Every new member joining TIPCO ASPHALT GROUP is expected to actively engage in the cultivation of a sustainable quality culture. This commitment involves dedication to the organization, a drive for continuous improvement, and a firm rejection of complacency.

Consequently, given the significance of TIPCO ASPHALT GROUP's **core values**, considerable emphasis is placed on aligning a candidate's values with the Group's culture during the selection process.

Therefore, it is necessary to establish clear communication about these principles and values right from the outset of the recruitment process. Individuals who cannot articulate and align

with the fundamental core values and principles of the Organization will not be considered suitable candidates for employment within the Group.

While effective recruitment tools can enhance the hiring process, it is essential to recognize that the ultimate decision to hire a candidate lies with the respective manager, with the full support and collaboration of the Human Capital Management department. Both parties share the primary responsibility and accountability for the hiring process.

Ensuring the right fit during the hiring process is as crucial as seamlessly integrating newcomers into the organization, allowing their skills and behaviors to align smoothly with the culture. While new employees are expected to embrace and respect our culture, all employees are also encouraged to maintain an open-minded attitude towards new ideas and proposals originating from external sources.

When it comes to internal recruitment, such as internal transfers, our priority is to consider internal candidates before looking externally. This approach promotes transparency and necessitates communication across the entire Group. Even when we emphasize promoting employees within the organization, it remains the responsibility of both management and Human Capital Management Department to identify and monitor promising candidates and to periodically benchmark internal skills against external offers.

Our approach to employment extends beyond the initial recruitment phase; it is equally vital to cultivate and sustain relationships founded on trust and mutual respect for employees at all levels. Consequently, it is imperative for every manager to possess an understanding of how their employees experience their work and to adopt valuable strategies that foster this bond.

Employee Well-Being & Relations

Purpose: Our Group is committed to a 'Total Wellbeing' strategy that provides social protection beyond statutory requirements. By integrating private health insurance, enhanced retirement schemes, and family-oriented welfare, we ensure our workforce enjoys a quality of life that supports both professional productivity and personal security.

Employee well-being and positive employee relations are crucial aspects of a healthy and productive work environment. Good health and well-being are also included under the UN Sustainable Development Goals - UNSDGs. Therefore, TIPCO ASPHALT GROUP considers employee well-being and good working relationships as key aspects of our business criticality.

Beyond Social and Labour Protection : TIPCO ASPHALT GROUP persistently supports a multi-dimensional concept that encompasses various aspects of every employee's life, extending beyond statutory requirement. One common approach involves considering well-being through **5 key pillars**: **Physical** well-being, **Career** well-being, **Financial** well-being, **Social** well-being, and **Community** well-being.

The employee activities and all people interventions always consider these 5 pillars. The freedom of association among its employees fosters open communication through mechanisms like the employee committee, welfare committee, and other representative associations. This commitment serves to ensure the sustained long-term development of the Group, yielding benefits for both employees and the organization. It further enables us to maintain a competitive edge tailored to our economic environment.

Employee Relations are explicitly the responsibility of local management and will be addressed at a suitable level: initially at the site level, encompassing offices, plants, and various locations, and subsequently at the regional or national level following local laws and practices. It is vital to maintain consistent and open communication with our employees.

These interactions are expected to serve as additional opportunities to share information, ensuring that our committees, members, and other representative associations gain a comprehensive understanding of the business activities, objectives, and values of both operating companies and the corporate-wide of TIPCO ASPHALT GROUP.

The Human Capital Management Department is designated to serve as a key facilitator, providing support for all activities, initiatives, or programs aimed at fostering a positive work environment founded on trust and mutual respect between the Group and employees across all levels. Additionally, Human Capital Management's role is to assist each supervisor or line manager in understanding their employees' sentiments and experiences throughout their time at work. TIPCO ASPHALT GROUP also takes the opportunity to periodically launch engagement surveys to receive our people's feedback to understand the circumstances and find the intervention to improve the engagement scores.

For example, legally, Tipco Asphalt Plc's headquarters has established a welfare committee consisting of elected employee representatives. This committee collaborates with the employer to propose, advise, and provide guidance on welfare arrangements. It serves as an open forum for mutual agreement between two parties: employees and employers.

- **Physical well-being**: The standards necessary to lead a healthy life and promote well-being within our organization. Physical well-being applies entirely to our employees, whether as part of a group or individual health and well-being plan. We actively encourage our employees to engage in our health and wellness programs, but it's important to note that participation is entirely voluntary. We want to emphasize

that no punitive or adverse actions will be taken against employees who choose not to utilize any of these programs or resources.

- HEALTH Protection emphasizes health protection benefits, preventive healthcare, safety programs, and healthy choices such as access to a gym, annual physical check-ups, and other wellness initiatives.
- WORK & LIFE Integration, to create a safe and inclusive work environment by offering flexibility in working hours, insurance schemes, medical programs with equal remuneration in fair payment rates for employees, and other initiatives that support a healthy work-life:

Working Hours: The Group set a standard to avoid excessive working hours by setting maximum number of 48 working hours per week, with a direction to reduce overtime work.

The supervisors could monitor and shall receive a report of work attendance and overtime work every month to manage the worktime. The online payroll system also allows employees to check the payment of overtime work.

Paid annual leave: The Group set the minimum of paid annual leave according to statutory requirement for new joiners in the first year of service. After the first year, employees' eligibility of annual leave shall increase per their job grade and number of service years.

The record of paid annual leave usage is made available for both the employees and their supervisors via online application, as well as other types of leave usage. The Group encourage each department to set plans to exercise annual leave along with the work plan.

- Mental well-being: It incorporates the definition of health and well-being within TIPCO ASPHALT GROUP and offers guidance regarding the Mental well-being of our employees.

Most importantly, it serves as a crucial element in creating a more joyful, engaging workplace and ensuring the well-being of our workforce, all while aligning with our health and safety policy. Programs implemented aim to support our employees to adjust themselves in the organization context and stay in a positive vibe with the right mindset.

In addition to statutory requirements, employees are provided with access to the Mental Health Support through professional counselling service that the Group engaged with. Confidentiality of employees attending the service is secured since each could directly access online. Based on voluntary

participation, and by professional recommendation, the employees shall be able to make an appointment with practitioner by themselves.

- Family & Parental Support

We also offer the mother's lactation room for returning mothers, equipped with refrigerators to support a healthy work-life balance.

- **Social Well-Being:** It is about the quality of an individual's relationships and social interactions including relationships at work and recognition. It includes having a supportive social network, feeling a sense of belonging, and maintaining healthy relationships with colleagues.

Social connections and a sense of belonging in the organization contribute to overall well-being which is reflected in our Core Value of "Teamwork and Open-Minded".

Focusing on cultivating strong relationships among TIPCO ASPHALT GROUP's employees via internal communication, and the internal community including colleagues within the same team and across different business units, we also have many employee programs to support this pillar including an Outing activity in which employees can join the excursion together. It is also included in the annual activities to connect people within the organization.

- **Career Well-Being:** This encompasses the complete journey of an employee within the organization, from recruitment to retirement and beyond. It involves nurturing a positive mental health environment and recognizing & rewarding achievements. It is dedicated to fostering a healthy relationship between the Group and its employees.

The programs and compensation are designed for long tenure, internal promotion, rotation, and career advancement.

This pillar also puts a high priority on talent review and succession planning to ensure that employees have the right careers that support them to learn and grow.

- **Financial Well-Being:** one of the fundamental needs of our people is financial well-being, which directly relates to an individual's financial health and security. It involves managing one's finances responsibly, setting and achieving financial goals, and having a sense of financial stability and security. Financial well-being is not solely about wealth but also about financial literacy and prudent financial planning.

It also reflects our core value of Prudence, the Human Capital Management team also focuses on financial literacy and planning, including long-term financial benefits, retirement schemes, insurance coverage, and other financial well-being programs to ensure employees are financially secure.

- Financial support programs: The Group has established a zero-interest loan as a short term of 1-year package for critical personal emergencies such as repairment of own resident's damage, or medical care for parents. Consideration of loans based on the cause of need, as well as the employee's affordability.
- Support to employees' children: We provide educational scholarships awarded annually to the children of our employees to support the next generation.
- **Community well-being:** it serves as purpose and meaning in life. This pillar is about finding meaning and a sense of purpose in one's life. It encompasses having a clear sense of direction, setting meaningful goals, and feeling a connection to the Group's purpose.
 Finding purpose and meaning in life often involves pursuing one's passions, values, and long-term objectives, focusing on encouraging strong relationships among TIPCO ASPHALT GROUP's employees, as well as external community groups.
 Initiatives include organizing Founder's Day, offering non-binding scholarships for employees' children, engaging in internal and external Corporate Social Responsibility (CSR) related programs, and contributing to CSR efforts near our operating locations. These programs aim to create meaningful connections among employees, their families, the Group, and the broader community.

These five pillars are interconnected, and they collectively contribute to an individual's overall well-being. Well-being is a holistic concept that considers physical, social, career, financial, and community aspects of a person's life. Achieving balanced well-being in all these areas is often considered a key goal for leading a fulfilling and satisfying life.

TIPCO ASPHALT GROUP's health and well-being resources and plans comprehend a wide range of offerings. These include information, advice, activities, facilities, equipment, and memberships, all aimed at promoting the well-being of our employees. We ensure that all employees have equal access to our programs, without any form of discrimination based on protected characteristics such as age, pregnancy, disability, or any other reason.

The Human Capital Management Department is tasked with overseeing the alignment of approved policies, initiatives, activities, projects, programs, and budgets. This involves implementation, monitoring, evaluation, and reporting of results. The key goal is to foster a healthy organizational culture within TIPCO ASPHALT GROUP.

Total Remuneration

Purpose: TIPCO ASPHALT GROUP's remuneration structure is underlain by the Pay-for-Performance and Potential principle. We embrace Total Remuneration with an equal remuneration approach based on competency, knowledge, experience, skills, and accountability associated with each role, distinguishing and remunerating performance via our incentive plans.

To ensure market competitiveness, we achieve this by firmly designing our compensation plans and maintaining compensation mix and levels that are benchmarked competitively.

Our Total Remuneration structure comprises both Fixed Compensation and Variable Compensation components. This comprehensive approach allows us to maintain a well-balanced and targeted compensation strategy, offering the necessary incentives to encourage desired actions and behaviors among our employees.

Both the base and variable compensation elements undergo an annual review involving input from line managers, Human Capital Management, and the Management team. This review process includes multiple levels of calibration to guarantee equity and competitiveness within the market.

It is our endeavor that the remuneration policy and practices within TIPCO ASPHALT GROUP must maintain fairness and be consistent across all levels, ensuring that its fundamental principles are authentically upheld.

TIPCO ASPHALT GROUP places a strong emphasis on establishing competitive, motivating, and equitable compensation frameworks that provide a comprehensive and appealing compensation package. This encompasses not only base salaries but also any variable components of remuneration, alongside social security, pension, and other supplementary benefits.

TIPCO ASPHALT GROUP's policy and practices are geared towards establishing itself as an employer that provides remuneration packages surpassing the average benchmark within the industry. The Group consistently monitors its competitive standing relative to other organizations to align with market trends by joining the Salary & Benefits Survey once every 2 years. There are also criteria we bring into account our pay policy and practices:

Living wage: We set the structure of salaries based on the notion of "Fair Compensation". Remuneration must be sufficient to cover the cost of living for employees and their families, referencing external benchmarks of the market, and the pay reference from the disclosure of Global Living Wage Coalition in all countries we operate. This is to ensure they stay above minimum wage levels.

In each country where the government sector provides the relevant information, we take into consideration of the remuneration. For example, in Thailand, the National Statistical Office's bulletin is included in our consideration.

Therefore, our own operations all conform to the Fair Compensation of Living Wage.

Equal remuneration: The Remuneration is based on the internationally recognized system of Job Evaluation and grading to ensure that remuneration for both male, female, and LGBTQ+ employees is determined based on the nature of work, responsibilities, and performance, without discrimination in line with International Labour Organization standards.

The market benchmark is a tool of labor practice to monitor the pay from all internal subsidiaries to ensure a group-wide standard of equity.

Our report on annual gender pay data is disclosed to the public in our Sustainability Report.

Nevertheless, the progression of remuneration primarily centers on the Group's ability to enhance productivity.

Each company operating within the group is expected to formulate its compensation practices, considering both pertinent external compensation benchmarks, the imperative of internal equity, and the company's ability to pay. It is advisable to conduct periodic surveys to collect pertinent data on compensation practices at the local or national level.

Wage and salary structures should remain straightforward, minimizing unnecessary complexity to ensure efficient compensation and rewards.

These remuneration frameworks should be designed to support the implementation of flat organizational structures and possess the flexibility to adjust to evolving market conditions. This offers broad salary ranges that offer ample flexibility to effectively recognize high professional expertise, outstanding performance, and individual potential.

Each manager is responsible for recommending, following policy, compensation packages for their respective employees. These recommendations should consider factors such as the local market, individual performance, skills, and growth potential within the established framework.

Additionally, each manager, with the assistance of Human Capital Management, when necessary, bears the responsibility of effectively and transparently communicating the individual compensation of each team member, considering their professional performance and specific job responsibilities.

The quality of communication in these matters forms an integral component of the dialogues that each manager will engage in with their employees regarding compensation. It's important to recognize that while remuneration holds significance for every employee, motivation within the staff is not solely driven by compensation alone.

Performance Management

Purpose: Efficient performance management, with a focus on attaining mutually agreed-upon objectives, stands as a key duty for each manager. Allocating the requisite time for monitoring and persistently tracking the incremental progress toward these objectives throughout the year is essential.

Our performance management system integrates Management by Objectives (MBO) with Agile Conversations to drive organizational agility.

We empower our supervisors through Definition of Done (DoD) training, ensuring that performance evaluations are objective, standardized, and focused on high-quality outcomes. This framework links individual achievement to group success while supporting continuous professional development."

Management by Objectives (MBO)

- We utilize a Management by Objectives (MBO) framework to align individual targets with our corporate strategic goals.
- Performance is measured through Key Performance Indicators (KPIs) that are mutually agreed upon by employees and supervisors.
- Our appraisal system ensures that compensation and career progression are directly linked to the achievement of these measurable objectives.

Agile Conversation & Continuous Feedback

- We have transitioned from traditional annual reviews to a model of Agile Conversations, fostering continuous feedback throughout the year.
- These "check-ins" allow for real-time adjustments to goals, ensuring our workforce remains responsive to changing business needs.
- Supervisors are trained to facilitate coaching-style dialogues that focus on future growth rather than just past performance.

Appraisal process

- Based on mutually agreed KPIs, the performance appraisal process starts with employee's self-assessment.
- Multidimensional performance appraisal shall be applied since employee's performance shall be evaluated from two perspectives i.e., immediate supervisor, and consented by superior supervisor.
- Per corporate-level KPIs, team-based performance appraisal, shall be applied since the employees' functions are measured based on collective KPIs e.g., sale targets of the business unit, and safety targets of Operations Department.

Performance feedback encourages improved performance and should be conducted through an open dialogue rooted in mutual trust and a shared commitment to advancement. It is recommended to maintain written records of such meetings. The primary focus should revolve around continuous enhancement, suitable training initiatives, and the cultivation of a motivating work environment.

Definition of Done (DoD) for Supervisors : To ensure appraisal consistency, we provide specialized training on the "Definition of Done" (DoD) for all supervisors.

- This training standardizes the quality and completion criteria used to evaluate employee tasks and projects.
- By establishing a clear DoD, we eliminate ambiguity in performance ratings and ensure fairness and transparency across all departments.

In cases of significant underperformance, consideration should be given to the possibility of terminating employment. This termination process should be conducted with the best respect for the individual, and, where applicable, may include separation terms that consider the employee's circumstances.

"When evaluating potential, it's important to bear in mind that the most reliable indicator of talent is past achievements. Consequently, responsibilities should be delegated as early as reasonably possible to provide individuals with opportunities to demonstrate their capabilities."

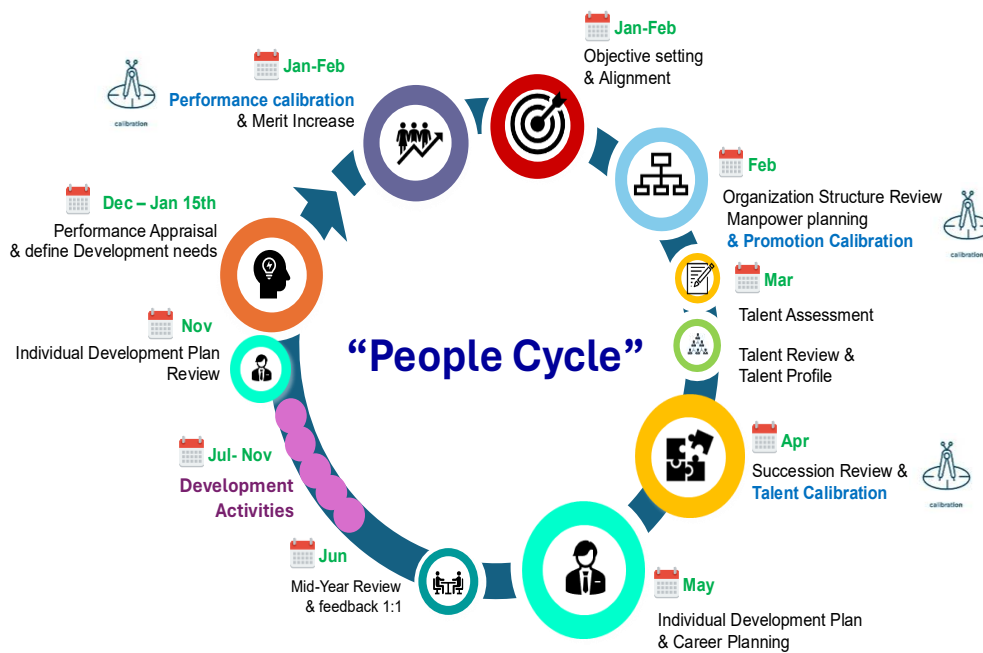
Candidates for managerial positions should have a clear track record of showcasing their willingness and capacity to apply the Tipco Asphalt Management and Leadership Principles. Promotions will be exclusively contingent on competence, expertise, performance, and potential, with no regard for factors such as origin, race, nationality, gender, religion, or age as we consider giving an opportunity to qualified employees equitably.

Flexibility is essential to facilitate positive professional development. Staff members may be asked to transition into different roles, and managers, particularly those in international roles, may be required to relocate to different locations. International experience and active participation in group development initiatives, among other qualifications, can be gained in any country within the Group and are prerequisites for holding senior-level positions.

The cultivation of expertise in specific domains is key to success. Consequently, job rotation should be executed cautiously. While it can be beneficial in certain situations, it should not compromise our proficiency in critical areas of expertise.

With the linkage of the People Cycle, the Group takes priority on Performance management and link it with Professional development, Talent Management, Succession planning, Development interventions and Reward & Recognition as shown in the People Cycle diagram.

People Cycle



Professional Development

Purpose: To ensure that we have the right expertise within our organization, TIPCO ASPHALT GROUP allocates budgets for employees' Professional development to support the career advancement of each employee.

Under the guidance provided by TIPCO ASPHALT GROUP Human Capital Management, all employees shall have access to training and other career development opportunities tailored to their experiences and capabilities. Supporting employees in their professional development is essential for the growth of TIPCO ASPHALT GROUP and it has several compelling interventions:

Learning and Talent Development Opportunities:

To harness the necessary expertise, TIPCO ASPHALT GROUP's learning and development directives, all employees will have access to training and other career development opportunities that align with their experience and capabilities.

Continuous learning is ingrained in the Group's culture. Every employee, regardless of their level, recognizes the imperative of consistently enhancing their knowledge and skills. Hence, a strong commitment to learning is an uncompromising prerequisite for employment with the Group."

First and foremost, on-the-job training takes precedence, with mentoring and coaching as inherent elements of every manager's duty. This methodology is fundamental for advancing the development of everyone within their designated roles.

Formal training programs, when arranged, should be purpose-driven and tailored to enhance pertinent skills and competencies. Consequently, these programs are suggested within the context of individual development plans. It is imperative to understand that participation in such programs should never be viewed as a reward but rather to enhance one's capabilities.

Various types of training programs (e.g., classroom, e-learning, on-the-job, etc.) are tailored to the specific needs of each operating company, making the most of the local, regional, or global resources within the Group.

Training programs should, to the greatest extent possible, prioritize action learning while minimizing traditional lecture-style teaching. Utilizing e-learning programs as a complement to or replacement for formal training should be optimized.

These resources should be accessible at the shop floor level to broaden training accessibility. It falls upon each manager to evaluate the progress attained as a result of training programs.

Assessing and Developing:

Each employee holds responsibility for their own professional development. Nevertheless, the Group is committed to providing opportunities for advancement to those who exhibit the determination and potential to enhance their capabilities.

These opportunities should consider each employee's potential and be discussed transparently. They will be founded on tangible possibilities, focusing on immediate career progression rather than vague promises or distant possibilities. The Group actively promotes an open dialogue where employees are encouraged to communicate their objectives and expectations.

The objective is to retain and motivate employees by providing appealing yet achievable career opportunities, enabling them to cultivate their skills over an extended period while operating within the confines of economic practicality and a dynamic environment.

Formal assessments should occur periodically, ideally on an annual basis. They intend to furnish feedback on past performance, future potential, and other pertinent aspects related to an employee's work, incorporating the enhancement of their skills and competencies.

Both favorable and unfavorable aspects of individual performance should be openly discussed. The evaluation of performance should rely on concrete facts rather than subjective opinions. In the case of managerial roles, the assessment will primarily hinge on agreed objectives and their level of accomplishment.

Succession Planning:

Succession planning is a proactive and strategic approach to managing talent within an organization. It helps organizations prepare for the future, minimize disruptions, and maintain a competitive edge by ensuring that the right people are in the right positions at the right time.

It involves identifying and developing internal talents to fill key leadership and critical roles when they become vacant, whether due to retirement, promotion, resignation, or unexpected circumstances. Here are some key reasons why succession planning is important:

- **Continuity and Stability:** Succession planning ensures that an organization has a smooth transition of leadership and key positions. It reduces disruptions that can occur when key personnel suddenly leave the organization, providing stability and continuity.
- **Minimizing Talent Gaps:** Identifying and grooming potential successors in advance helps minimize talent gaps. It ensures that there are capable individuals ready to step into important roles when needed, reducing the risk of skill shortages.

- **Strategic Alignment:** Succession planning allows organizations to align their leadership and talent development efforts with their strategic goals and objectives. It ensures that future leaders are well-prepared to execute the organization's vision.
- **Development Opportunities:** It provides growth and development opportunities for employees. Knowing that there is a clear path for advancement can boost morale, motivation, and retention, as employees see a future with the organization.
- **Cost Savings:** External recruitment for leadership positions can be costly and time-consuming. Succession planning reduces the need for expensive external searches and accelerates the onboarding process for internal candidates.
- **Knowledge Transfer:** Seasoned leaders often possess valuable institutional knowledge. Succession planning allows for a deliberate transfer of this knowledge to the next generation of leaders, preserving critical organizational wisdom.
- **Competitive Advantage:** Organizations with strong succession planning programs are better positioned to attract and retain top talent. Potential employees may see these organizations as offering better career development opportunities.
- **Diversity and Inclusion:** A well-structured succession planning process can promote diversity and inclusion by identifying and nurturing a diverse group of future leaders. This can help organizations reflect the diversity of their customer base and society as a whole.
- **Risk Mitigation:** Organizations face risks when key positions are vacant or filled by individuals who are not adequately prepared. Succession planning reduces these risks by ensuring that capable leaders are ready to step in when needed.
- **Long-Term Sustainability:** Ultimately, succession planning contributes to the long-term sustainability and growth of an organization. It prepares the organization for the challenges and opportunities of the future by building a strong leadership pipeline.

While succession plans anticipate the Group's future requirements, they will, to the extent feasible, align with individual development plans (IDPs). Human Capital Management offers the necessary support for implementing planning tools, with the awareness of the requisite flexibility to adapt to unforeseen circumstances. However, it is acknowledged that each manager shares the responsibility for preparing the resources essential for business development, as this is also an integral aspect of their accountability.

Improving performance:

Frequent counseling and guidance are the most effective means of enhancing performance and aiding individuals in skill development. It also enables speedy correction of errors and transforms them into valuable learning experiences. In organizations with flat structures, this facilitates improved delegation. Whenever feasible, direct personal contact should always take

precedence over written communication. Every manager has the direct responsibility to serve as a mentor for their employees.

A Performance Improvement Program (PIP) is a structured process that organizations use to help employees improve their performance when they are not meeting the expected standards or goals of their role. Here are several important reasons for doing the PIPs:

- **Identifying Performance Issues:** PIPs are often initiated when an employee's performance falls below the expected standards or when specific performance issues need to be addressed. The program helps pinpoint the areas where improvement is needed.
- **Clarifying Expectations:** PIPs provide a clear and documented way to communicate performance expectations to the employee. It outlines the specific areas that require improvement and sets measurable goals and benchmarks.
- **Opportunity for Improvement:** PIPs offer employees an opportunity to understand their performance shortcomings and work on addressing them. It's a chance for employees to receive feedback, support, and resources to enhance their performance.
- **Retention and Development:** In many cases, organizations want to retain talented employees and help them overcome performance challenges rather than terminating their employment. A PIP can be a way to invest in an employee's development and growth.
- **Legal Protection:** PIPs can provide legal protection for organizations in cases where an employee's performance issues lead to termination. By documenting the steps taken to address performance problems, employers can demonstrate that they provided ample opportunity for improvement.
- **Fair and Consistent Approach:** PIPs help ensure that organizations take a fair and consistent approach to addressing performance problems. They create a standardized process for managing performance issues across the organization.
- **Performance Tracking:** PIPs establish a timeline for improvement, with specific milestones and checkpoints. This allows employers to track an employee's progress and determine whether improvement is occurring.

It's important to note that the success of a Performance Improvement Program depends on various factors, including clear communication, employee engagement, access to necessary resources, and a commitment from both the employee and the organization to work towards improvement. When approached with a genuine desire to help employees succeed, PIPs can lead to positive outcomes for both individuals and the organization as a whole.

Shared Growth Mindset

Purpose:

We believe that sustainable success is built on a shared growth mindset – one that empowers individuals and teams to evolve continuously and thrive amid change. By fostering a work culture of learning, adaptability, and collective accountability, we enable our people to unlock their full potential while driving long-term organizational resilience and performance.

Our commitment is anchored in the following principles:

1. Courage to Change and Learn from Failure

We encourage individuals to challenge the status quo, take thoughtful risks, and view failures as valuable learning opportunities that drive innovation and improvement.

2. Collective and Collaborative Commitment

We promote a work culture where success is shared. Through collaboration, mutual respect, and accountability, we work together to achieve common goals and create lasting impact.

3. Ability to Unlearn and Relearn

We recognize that growth requires letting go of outdated assumptions and continuously acquiring new knowledge, skills, and perspectives to stay relevant.

4. Adaptability in the Face of Change

We embrace flexibility and proactively adjust our approaches when circumstances or factors shift from expectations, ensuring we remain responsive and solution oriented.

5. Resilience in Adversity

We strengthen our ability to recover and move forward from challenges, maintaining focus, professionalism, and confidence in times of difficulties.

6. Persistence Toward Excellence

We demonstrate determination and sustained effort in pursuing our goals, understanding that meaningful achievements require consistency, discipline, and long-term commitment.

Together, these principles form the foundation of a shared growth mindset that empowers our people, strengthens our Group, and drives sustainable success for all stakeholders.

Review and Measurement

We are committed to taking progressive steps as a united group to review Human Capital Management Practices and regularly evaluate the effectiveness and relevance of Human Capital Management practices based on the established framework.

- Employee Manual Updates: Continuously review and update the employee manual to reflect core practices and changes as necessary.
- Measurement and Monitoring: Include diversity, equity, and inclusion metrics in the Human Capital Management dashboard and workforce analysis to track progress and report both normal and abnormal incidents.
- Identifying Improvement Areas: Analyze diversity, equity, and inclusion metrics across all organizational levels to identify areas that require improvement.
- Skill and Knowledge Enhancement: Ensure that employees have the necessary skills, experience, knowledge, and perspectives to fulfill their roles effectively, including through programs like "Getting to Know TIPCO ASPHALT GROUP" for newcomers and other initiatives.
- Launch the well-being programs to make our employees well-being within the 5 areas of well-being and keep monitoring the programs to fit with the needs.
- Keep doing salary and benefits survey benchmarking across the organization every 2 years.
- Diversity, Equity, and Inclusion Programs: Provide a summary of past, ongoing, and planned diversity and inclusion programs within the organization.
- Promoting an Innovative Culture: Actively promote a corporate culture that not only recognizes but also embraces integral values.
- Regular surveys both Engagement and Innovation surveys, to ensure that we are aligned with the target including initiating the programs to support both attributes.

This approach underlines our dedication to fostering an inclusive and diverse workplace culture. We remain committed to continuous improvement and transparency through measurement and review, aligning with industry's best practices.

We can measure by the dashboard monthly reports, and survey results in communication to relevant stakeholders and from time to time every 2 years conduct the internal audit processes within Human Capital Management discipline team.

Sarinee Ch.

Sarinee Chumchuensuk

Chief People Officer

Human Capital Management Department,
TIPCO ASPHALT GROUP, Businesses and Subsidiaries.



YOUR INNOVATIVE
SOLUTIONS PARTNER

Tipco Asphalt Public Company Limited

24th Floor, Tipco Tower, 118/1 Rama 6 Road, Phayathai, Bangkok 10400, THAILAND

Tel: +66 2 273 6000 | Fax: +66 2 271 1601 | Email: info@tipcoasphalt.com | www.tipcoasphalt.com