



Human Resource Management Policy

Introduction

The Human Resource Management Policy is built upon the principle that people are the company's most valuable asset and the driving force behind its growth and sustainable success. The long-term achievement of the organization depends on employees who possess capability, knowledge, integrity, and a commitment to excellence. The company is dedicated to providing equal opportunities for all employees, ensuring fair and equitable treatment, and fostering a performance-driven culture that aligns with the organization's vision and mission.

Karmarts Public Company Limited places great importance on its Human Resource Management System, emphasizing the cultivation of desirable behaviors that reflect the eight core attributes of "Karmart People" and the company's 4K culture. The company upholds three fundamental principles of human resource management:

1. Fairness and Equality
2. Performance-Based Management
3. Capability-Based Management

Objective

To ensure that human resource management practices across Karmarts Public Company Limited and its affiliates follow a unified direction—enhancing efficiency, consistency, and alignment with the company's business objectives.

Scope

1. This Human Resource Management Policy applies to Karmarts Public Company Limited and all affiliated companies.
2. Any operations not governed by this policy shall be carried out in accordance with the company's established approval authorities, regulations, and related procedures.
3. The Company reserves the right to review, revise, amend, or cancel this Human Resource Management Policy as deemed appropriate.
4. Any approval, revision, amendment, or cancellation of this policy must be endorsed and approved by the Managing Director.

Policy Framework

The Human Resource Management Policy encompasses a set of sub-policies related to various aspects of HR management, as outlined below:

1. Non-Discrimination and Anti-Harassment Policy
2. Ethics and Corporate Governance Promotion Policy
3. Organizational Structure Management Policy
4. Workforce Planning Policy
5. Recruitment and Selection Policy
6. Employee Development Policy
7. Performance Management Policy
8. Compensation and Benefits Policy
9. Employee Personal Data Management Policy
10. Work Environment and Workplace Climate Policy

The Company periodically reviews and evaluates the implementation of its Human Resource Management Policy, integrating feedback and recommendations to ensure its continued relevance, effectiveness, and alignment with the Company's operations.

Approved by the resolution of the Executive Committee at its Meeting No. 2/2026 held on August 31, 2026.

– Signed –

Mr. Wiwat Theekhakhirikul

Chairman of the Board