Approved by:
Resolution of the Board of Directors Meeting No.
8 Dated 12 November 2025 (Agenda 7)

Human Resource Management Policy

Sermsang Power Corporation Public Company Limited

In order to effectively manage the human resources of Sermsang Power Corporation Public Company Limited and its affiliates, under the principles and policies of corporate governance, the Company has established human resource management policies that focus on maximizing the efficiency and effectiveness of human resource management and development for success and sustainable growth of the business.

Scope of Action

This policy covers the business activities of SSP Group, including investment in related businesses (mergers, acquisitions, and joint ventures). The Group also encourages partners and business associates, referring to organizations, groups, or individuals who provide raw materials and services to the Group, as well as the Group's stakeholders, to be aware of these policies as a practice guideline to the same direction.

Definitions of Terms

"Sermsang Power Corporation Public Company Limited Group" refers to Sermsang Power Corporation Public Company Limited and other companies under SSP Group.

The human resources management policies of the Group and its affiliates are as follows:

1. Labor and Human Rights Practices

SSP Group strictly adheres to labor laws. The Group has a clear policy to respect and promote basic human rights by obeying laws, culture, traditions, values, and cultural differences in the treatment of employees and those affected by the operations of the Group and its affiliates. Additionally, SSP shall avoid getting involved in human rights violations, concurrently with monitoring and acting with no ignorance when witnessing human rights violations related to the

Group. A person who encounters an issue shall report to the supervisor or file a complaint to the whistleblowing channel.

2. Non-discrimination and Anti-harassment

SSP Group focuses on the systematic management of human resources by taking care of all personnel equally and recognizing their coexistence on the basis of differences and non-discrimination. The Group also resists the display of unpleasant behavior in harassment, threatening, discrimination, intimidation, or hostility that obstructs work operations and creates hostile work environment, intentional or unintentional, by word, gesture, or action that affects a person in physical or mental aspects, whether the behavior is sexually implied or not. The non-sexually implied violations may be related to the personality or status of a person, including ethnicity, religion, age, race, intelligence, disability, and physical appearance.

3. Employment and Recruitment of Employees

SSP Group has a policy to manage workload to suit the organizational structure by developing the hiring and selection process for qualified employees with knowledge, abilities, and potential for the job position. The Group ensures that all steps in the hiring and selection process are fair and transparent on a non-discrimination basis. SSP offers equal opportunities to people of all genders, ages, races, religions, education, sexual orientation, skin color, including women, the disabled, or other disadvantaged groups. Additionally, the Group is against child labor or labor contrary to the law.

4. Compensation and Benefits

SSP Group places importance on proper, competitive, and fair remuneration and welfare. Performance appraisal and analysis is up to date, appropriate to position level, duties, and responsibilities, and in accordance with the Group operations and economic conditions, without discrimination and exploitation of labor. Salary increases shall be consistent with the performance of individual employees. Employment rates, remuneration, and welfare are surveyed and compared to similar business groups, both domestically and internationally, to determine the

appropriate competitive wage structure. Company welfare is improved to be appropriate to the needs of employees, creating stability and motivating employees in the long term.

SSP Group treats employee salary and personal remuneration information as confidential. Disclosure and communication of this information to others is considered a serious breach of discipline.

5. Employee Training and Development

SSP Group prioritizes the continuous development of potential, knowledge, abilities, professional expertise of employees at all levels according to the position. Therefore, the Group encourages executives and employees to attend training courses, designed and developed in-house or provided by other reputable institutions or organizations, including arranged by domestic and foreign experts. The Group also offers all employees equal opportunities for professional growth.

In addition, the management shall provide documents and information useful for work operations, including introducing business natures and business practice guidelines of the SSP Group, for all newly recruited or appointed employees and directors.

6. Safety at work

SSP Group prioritizes safety at work, occupational health, and the environment. The Group recognizes the prevention and correction of activities that may cause safety impacts in compliance with the requirements of relevant laws. SSP also shall specify the examination, monitoring, evaluation, and review of operations so that employees and contractors can prevent and correct activities that may cause impacts on safety at work, occupational health, and the environment, including the continual development of work practices.

7. Reception of Complaints and Suggestions from Employees

SSP Group shall establish whistleblower channels. The operation includes reporting and follow-up on the policy on good corporate governance, which employees can use as a channel

for complaints or suggestions. This includes unfair practices, human rights violations, non-compliance with the Code of Conduct, illegal acts, suspicious corruption behavior, personnel misconduct, as well as impairment of the internal control system. The mechanism is in place to protect whistleblowers.

8. Termination of Employment

SSP Group, upon termination of the employment, shall take the correct steps and treat the employees fairly, respectfully, and with regard to human rights, as well as strictly comply with the guidelines of labor laws and related requirements.

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(Mr. Varut Tummavaranukub)

Public Company Limited

Record of Revision History – Resolution of the Board of Directors Meeting No. 3, February 27, 2025 (Agenda 9)