

Human Resources Management Policy

To ensure that the operations of Thai Union Feedmill Public Company Limited (the “Company”) focus on the continuous development of its personnel, enabling employees to enhance their capabilities and perform in alignment with the Company’s goals, policies, and strategic direction—as well as to remain competitive at an international level—the Company places great importance on establishing a comprehensive human resource management policy. This policy covers recruitment, personnel development, skill and competency enhancement, employee responsibilities, career path planning for employees at all levels, and providing fair and appropriate compensation based on individual knowledge and capabilities. Its purpose is to retain qualified personnel while fostering a sense of belonging and commitment among employees as part of the Company. The key elements of this policy are as follows:

Recruitment

The recruitment process must adhere to principles of transparency, equality, and fairness, without discrimination. In recruiting personnel, the Company must clearly define the qualifications required for each position based on the nature of the job, including educational background, experience, expertise, and any other specific requirements. Candidates will be selected using the established methods to ensure that the Company acquires employees whose qualifications are appropriate and aligned with the responsibilities of the position.

Compensation Management

The Company’s policy on employee compensation and benefits aims to retain high-quality employees, attract talented individuals from outside the organization, and emphasize performance-based rewards. The Company considers internal fairness, competitiveness in the labor market, relevant legal requirements, culture, and applicable rules and regulations to ensure alignment with the Company’s mission and values. Employee compensation is determined appropriately and in line with industry standards, taking into account each employee’s knowledge, skills, experience, and performance, together with internal equity considerations. Internal equity is assessed based on the scope of responsibilities, job complexity, and the varying levels of experience and skills required for each role. Additionally, the Company has established a performance-based bonus policy linked to

both individual performance and the Company's overall performance, in order to reinforce a performance-driven culture.

The Company's short-term and long-term compensation policies are aligned with the Company's performance, with annual targets and metrics set in accordance with the Company's long-term strategic plan, known as the Enterprise Objective. Performance is assessed across four key dimensions as follows:

1. **Drive Superior Financial Performance** – Promote excellence in financial management and capital efficiency.
2. **Accelerate Growth** – Focus on breakthrough growth through expansion of existing businesses and investments in mergers and acquisitions.
3. **Drive Global Integration and Talent Development** – Strengthen global integration to enhance business competitiveness and develop high-potential talent.
4. **Build Differentiated Capabilities** – Become an industry leader in sustainability, innovation, and quality.

People Development

People development at all levels is a core component of the Company's strategy and a commitment of senior management. We focus on delivering effective training and development programs that emphasize mindset transformation and improved work practices to elevate the organization to international standards. This is achieved through a combination of classroom training, coaching and feedback, and on-the-job training (OJT). Our training and development initiatives include the following formats:

- **New employees onboarding** to provide a warm welcome, ensure smooth integration into the organization, and lay the foundation for long-term success.
- **Professional, corporate values, cross-cultural, and business code of conduct training**, conducted by experts both inside and outside the organization, to equip employees with essential information and resources for achieving excellence.
- **Mentoring, coaching, and feedback programs** to enhance and build leadership capabilities.

- **Cross-functional learning programs** to promote knowledge sharing and collaboration.
- **Challenging assignments** are supported by learning resources and coaching to facilitate employee growth.
- **Job rotation programs** to broaden skills, stimulate motivation, build networks, and expand long-term vision through exposure to diverse functions.
- **International assignments** to strengthen organizational culture, develop language skills, and enhance career advancement opportunities both now and in the future.
- **Talent development tracking processes** to evaluate the impact of global capability-building programs and monitor the progress of high-potential employees.
- **Anti-corruption training** to provide employees with knowledge of relevant policies and guidelines.

Workforce Backup and Succession Planning

The Company places great importance on succession planning by identifying key positions that are critical to driving the business both now and in the future (Critical Positions). The Company also establishes clear procedures and criteria for assessing the capabilities and potential of its executives in alignment with the business strategic plan (Talent Review Process). These assessments are conducted annually on a continuous basis. The results of the assessment enable the Company to analyze the potential of both its executives and the organization as a whole (Organization Capability), and to use these insights as a foundation for planning the succession of various leadership roles. Succession planning is carried out in parallel through the development of capable and high-potential internal employees (Individual Development Plan), as well as through recruitment of suitable candidates from outside the Company to ensure readiness for critical role transitions (Succession Planning). Additionally, the Company continuously monitors and evaluates the progress of employees identified as successors, while also assessing business needs and forecasting labor market trends periodically. This allows the Company to adjust its recruitment, development, and succession plans proactively, ensuring they remain effective and aligned with business changes, and that qualified personnel are fully prepared to assume key positions.

Each year, the Company reviews its key organizational positions through a systematic job evaluation process to identify roles that are critical to driving the business (Critical Positions), both in the present and in the future.

The Human Resources Strategy Department serves as the coordinator for succession planning by organizing joint meetings between the executives of key business units and the Chief Human Resources Officer. This process not only strengthens the organization's operational capability but also helps reduce the risks associated with ensuring business continuity.

The Company's succession plan is divided into two main categories as follows:

1. Succession Plan for Critical Position: This plan identifies successors for key positions based on the expected timeframe in which they will be ready to assume the role. Successors are categorized into three groups:
 - a. Ready Now – Able to assume the position immediately
 - b. Ready in 2–3 years
 - c. Ready in 3–5 years
2. Succession for Emergency Plan: This plan identifies employees who can temporarily assume critical management roles in emergency situations. The Company encourages each department head to designate emergency successors, with responsibilities clearly divided into specific functional areas and with a named person accountable for each part.

The succession planning process is conducted in parallel with the Talent Review Process and the Individual Development Plan (IDP). The Human Resources Department, together with each department's management team, jointly evaluates employee potential and establishes clear IDPs. For identified successors in particular, a capability assessment is conducted to develop a step-by-step development plan, with continuous monitoring and evaluation to track progress. These plans are adjusted as needed to align with organizational requirements, ensuring that both employees and the Company fully benefit from the process. This supports the objectives of the succession planning framework and contributes to the long-term strategic succession planning of the organization.