



Human Resource Knowledge and Potential Development Policy

Asia Sermkij Leasing Public Company Limited (the “Company”) and its subsidiaries are committed to encouraging directors, executives, and employees to continuously develop the knowledge, skills, and potential necessary for their current and future performance. Recognizing that personnel are a vital asset of the Company and driven by a desire to foster mutual growth and career advancement, the Company supports both internal training and external seminars hosted by specialized institutions, as deemed appropriate and necessary.

Definitions under the Personnel Knowledge and Potential Development Policy

1. Internal Training means training organized by the Company through the Human Resources Development Department according to business operational needs. Such training is established under an annual development plan and curriculum to enhance employees' knowledge and skills necessary for their current and future job performance. Internal training may be conducted either on-site (within the Company) or off-site.
2. External Training means training organized by the Company through the Human Resources Development Department upon request from various departments (and approved by management to send department personnel for training based on operational requirements). Such training aims to develop employees' knowledge and skills necessary for their current and future job performance by attending courses provided by various external educational institutes or training organizations.

Practical Guidelines

1. The Human Resources Department is responsible for assessing the Company's personnel development needs, establishing an annual development plan, and completing the corresponding expense budget prior to January of each year. The personnel development plan must align with the actual needs specified in the Company's business development plan and must be approved by the Managing Director. Furthermore, the annual development plan shall always be distributed to various departments in advance.
2. The Human Resources Department shall monitor the training plan. In the event that changes or adjustments are necessary, the relevant departments must be notified in advance.
3. The Human Resources Department shall control development expenditures to ensure they remain within the approved budget.
4. The Human Resources Department shall act as the primary organizer and administrator for training activities. Any department intending to organize a training program must cooperate and



coordinate with the Human Resources Department regarding the date, time, location, tools, and required equipment.

5. The Human Resources Department is responsible for evaluating and monitoring the outcomes of all conducted courses and programs.
6. The Company encourages its directors to attend relevant and appropriate training courses and seminars to continuously develop their knowledge and lead the Company toward sustainable growth and progress.
7. Human Resource Development
 - The Human Resources Department is responsible for coordinating with various departments regarding personnel development to ensure that the development plan aligns with the Company's growth strategy and to prepare employees for increased responsibilities, career advancement, and potential succession into vacant positions (Succession Plan).
 - Personnel development is implemented through two main approaches:
 - Company-Initiated Development: An approach where the Company or supervisors play a primary role in organizing comprehensive development initiatives for employees, as deemed appropriate and aligned with the targets and development plans of both the department and the Company.
 - Self-Development: An approach where employees take a leading role in managing their own development to achieve the Company's goals and/or fulfill their own career advancement plans.
8. Training Day Calculation
 - To ensure accurate and precise training data, the Company utilizes the following formula to calculate total training days: $(\text{Average Training Days per Employee}) \times (\text{Number of trainees}) \times (\text{Total course hours} / (6 \times \text{Total number of employees}))$

Note: This formula can be applied to calculate the average training days per employee for each individual department or for the entire Company. (The number 6 represents the average training hours per day.)
9. Categories of Training and Development
 - Management Development: Focuses on enhancing fundamental knowledge and management skills for personnel at all levels.
 - Technical Knowledge Development: Focuses on developing the knowledge and skills of operational employees and technical personnel such as in computer technology to acquire new knowledge and techniques for maintaining the equipment and tools used within the Company, as well as developing specialized technical expertise.



10. Administration of Training and Development

10.1 HR-Initiated Development

- Annual Development Plan Programs: Training and development executed in accordance with the annual development plan.
- Supplementary Development Programs: Additional training requested by relevant departments beyond the annual development plan.
- External Training Enrollment: Sending employees to participate in training programs organized by external educational institutes or specialized organizations.

10.2 Department-Initiated Development

- Training organized directly by individual departments for their own staff or personnel from other departments to enhance managerial knowledge, job-related operational skills, technical expertise, and work quality.

10.3 Responsibilities of the Human Resources Department

- The Human Resources Department is responsible for maintaining and managing all records and data related to employee training and development.

10.4 Absence and Rescheduling Procedure

- In the event that a nominated employee is unable to attend a scheduled training session on the designated date and time, they must inform their Department Manager and the Human Resources Manager in advance. Approval of the absence or withdrawal is subject to the discretion of the employee's Department Manager. Upon approval, the instance will be recorded in the employee's training history record for consideration in future training selections.

11. Scope of Responsibilities

11.1 Human Resources Department: The Human Resources Department is responsible for management development and technical knowledge development.

These responsibilities include:

- Assessing and analyzing business trends related to human resource development in order to determine training needs
- Evaluating development requirements
- Designing development programs
- Delivering training programs in accordance with established objectives
- Continuously evaluating and following up on completed training programs
- Maintaining training data and records



11.2 Other Departments: Other departments shall provide support and cooperation to the Human Resources Department in the following areas:

- Providing information and feedback regarding employee development
- Assessing the development needs of employees at all levels within the department
- Designating departmental staff to serve as internal speakers or instructors for requested topics
- Submitting internal department-organized training records to the Human Resources Department
- Ensuring that all supervisors monitor post-training outcomes, evaluate employee behavior, knowledge, and skills both before and after training, and provide opportunities for trained staff to share and exchange knowledge with other team members within the department

11.3 Technical and Departmental Training Ownership: Each department responsible for conducting training based on its specific functional expertise shall formulate written policies and operational procedures governing such training programs.