Criteria for recruiting and appointing the Chief Executive Officer

The Nomination and Remuneration Committee is responsible for selecting the Chief Executive Officer. There is a selection process, criteria, and appointment to comply with the principles of governance. Take good care of business Adhere to the principles of transparency and inspection as follows:

Chief Executive Officer selection process

1. The Committee for Nomination and Remuneration chooses qualified candidates. The requirements for hiring the Chief Executive Officer state that candidates may be found both inside and outside the company by collaborating with other organizations.
2. The Nomination and Remuneration Committee will choose one of two approaches. One strategy to hire is to look for applicants among the firm's board of directors, people with the skills, knowledge, and experience the company requires, or the company's senior executives.
3. Following the selection of the appropriate candidates, the Nomination and Remuneration Committee will propose their names to the Board of Directors for consideration regarding the future appointment.

Criteria for selecting the Chief Executive Officer

1. The Chief Executive Officer must be qualified in terms of knowledge, aptitude, experience, and competence in operating a business, as well as expertise in managing a firm in line with the organization's business plan, regardless of age, gender, ethnicity, or any other consideration.
2. Have a leadership mindset. Keep a broad viewpoint. Capable of arranging management and planning strategies. Possess integrity and ethics, be popular with associated business associations, and have a favorable attitude toward the company. Ability to completely commit time when it benefits the Company's commercial operations.
3. Have an open employment history. Not a person who has been placed on any organization's or the Securities and Exchange Commission's "Black List". Have received a criminal conviction Including not possessing any traits that are illegal.
4. Approved by the Board of Directors
5. Consider conflicts of interest.

CEO Skill Matrix

	Visionary	Financial	Strategic thinking and decisiveness	Manufacturing Industry	Market and customer knowledge	Risk Management	Growth mindset	Openness	Flexibility And Work in The Face	Decentralized Leadership	Inspiration Leadership
CEO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Succession Plan

The Board of Directors formulates the succession plan of Chief executive officer and top executives to ensure the confidence among shareholders, investors, organizations and employees for business continuity. The succession plan is reviewed on annual basis.

Succession Plan Policy: The succession plan is executed with transparency and adequacy to ensure that the Company will have professional and high potential executive. The details of succession plan are as follows:

Chairman of Executive Committee or equivalent position: Once the Chairman of the Executive Committee or equivalent position becomes vacant or unable to perform duties, the Company may assign the duties to other executive in the similar or lower position as an acting person until the qualified person will be elected. The person elected to replace the vacant position should have great vision, competent knowledge and skills as well as an experience which suit to the culture of organization. In the event that the Chief Executive Officer is vacant, the Nomination and Remuneration Committee will consider the qualifications of persons nominated for the position of Chief Executive Officer and propose to the Board of Directors to approve the appointment

Executive Level: Once the executive position ranked from director upward, becomes vacant or person holding such position is unable to perform duties, the Company may propose the elected successor to the Board of Executive Committee. The consideration procedures are as follows:

- Analyze the business operation, strategy, policy, investment plan, expansion plan, and evaluation of personnel readiness to be consistent with both short-term and long-term strategy of the Company.
- Formulate plan to prepare readiness of personnel by improving existing personnel to nominating for new replacement.
- Formulate recruitment program, employee training and development prior to the retirement or early resignation.
- Determine the competency, which is knowledge, skill, personality and desirable attitude of the particular position, as well as to formulate development plan for individual person (Individual Development Plan).
- Select, evaluate on performance and competency of the applicant.
- Conduct testing and evaluating of applicant to analyze their competency.
- Specify the successor based on the evaluation, analysis of competency and performance, as well as advance notice to the applicant in to be prepared for handover and knowledge transfer, and to specify the alternative successor.
- Develop and evaluate applicant is expected to be successor to see career development and potential to achieve target, applicant who not meet the requirement will be replaced.

The Company, through the Nomination and Remuneration Committee, maintains a formal succession plan for the CEO and top executives, covering both planned and unplanned departures. The plan identifies potential internal and external successors, includes development pathways and readiness timelines, and ensures continuity of strategic leadership. The Nomination and Remuneration Committee reviews and updates this plan annually and recommends appointments to the Board when vacancies arise.

Long-term compensation plan for CEO - Trust fund program

The "EA EMPLOYEE BENEFIT TRUST" including CEO, CFO, COO, and All Employees, the project aims to increase employee wealth and create motivation to retain talented employees through co-ownership in the organization, leading to sustainable growth. The incentives, there are 1) Annual dividends, monthly special allowances, and business startup funds upon retirement, continuing until death., 2) Additional welfare includes annual leave, health insurance, and two types of funds: a business startup fund and an assistance fund. Upon a member's death, their legal spouse will continuously receive funds from the assistance fund until their own death. There are 2 criteria of the program, 1) Behavioral Aspect: Behavior aligns with the organization's EA DNA values and is a role model and 2) Performance Aspect: Performance evaluation includes business performance, innovation, long-term value creation, sustainability performance, and demonstration of corporate values. Results align with goals or create high-impact innovations and very high-impact work results. The performance period is assessed over a continuous duration of no less than 2 years. Benefits under the program are granted based on long-term contribution and are realized upon retirement, with the vesting period subject to a minimum service requirement of no less than 3 years in accordance in a program condition. Individuals who receive this award may have their recognition terminated under conditions such as resignation before retirement, disciplinary misconduct, or fraud.

Management, CEO and Executives Ownership

The Shares held by CEO and top Executives as of December 31st, 2025 have been disclosed as shown in the below and in Form 56-1 One Report 2025.

Position	Company	Multiple of base salary
1.Chief Executive Officer (CEO) 2.Chief Executive Officers of subsidiary companies 3.Chief Executive Officers of subsidiary companies	Energy Absolute PCL. Energy Solution Management Co.,Ltd Energy Mahanakhon Co.,Ltd	0.03
Top Executives (CALIBER ALLIANCE TEAM)	Energy Absolute PCL.	0.30

Management Ownership Requirements

To drive the Company's strategies and operations toward achieving its objectives, Energy Absolute Public Company Limited encourages members of the Management Team to hold Company shares. This practice strengthens their commitment to the organization, aligns their interests with those of shareholders, and enhances investor confidence. Such shareholding must be conducted in compliance with the Company's Corporate Governance Policy, as well as applicable laws, regulations, and requirements of the Securities and Exchange Commission of Thailand (SEC) and other relevant regulatory authorities.

CEO-to-Employee Pay Ratio

For the purpose of ESG disclosure, including the calculation of the CEO-to-Employee Pay Ratio, the term "Chief Executive Officer (CEO)" of EA Group refers to both the Group Chief Executive Officer and the Chief Executive Officers of subsidiary companies.

Required Information	Unit	2025
CEO-to-Employee Pay Ratio		
Average annual compensation of CEO (Salary + Bonus)	THB	7,466,083
Average annual compensation of management (Salary + Bonus)	THB	7,013,128
Average annual compensation of employees (Salary + Bonus)	THB	354,888
Ratio of CEO annual compensation to average management compensation	-	1.06
Ratio of CEO annual compensation to average employee compensation	-	21.04

Remark :
Given the structure of EA Group as a holding company with multiple operating subsidiaries, executive leadership and business performance are driven not only at the Group level but also at the subsidiary level. Therefore, the definition of CEO is expanded to reflect the collective executive leadership responsible for strategic direction, operational performance, and financial outcomes across the Group. The CEO population includes:

- Group Chief Executive Officer (Group CEO), who is responsible for overall strategic direction and governance of EA Group; and
- Chief Executive Officers (or equivalent positions) of subsidiary companies, who are responsible for managing and driving the performance of their respective business units.

This approach ensures that the CEO-to-Employee Pay Ratio reflects the actual leadership structure and compensation practices of the Group, and provides a more accurate and transparent representation of executive remuneration in alignment with ESG disclosure principles.

The methodology applied is consistent across reporting periods and is aligned with the principles of transparency, comparability, and fairness as required by ESG frameworks, including the Dow Jones Sustainability Index (DJSI).

CEO Compensation Success Metrics

Energy Absolute PCL (EA) meets the disclosure expectations for predefined and relative to both financial and non-financial KPIs relevant to the CEO's and top executives variable compensation approved by the Nomination and Remuneration Committee.

✓Predefined Financial Metrics - key financial performance indicators (e.g., ROIC, ROA, ROE, EBITDA, revenue market share, net income) used to determine the CEO’s and top executives’ short- and long-term remuneration

✓Relative Financial Metrics - survey of executive remuneration comparing financial metrics (such as ROIC, ROA, ROE) to peer companies

Details of CEO KPIs as following:

Strategy/ Plan	Management Level	Type of Incentive	KPI 2025
Financial	**CEO**	**Monetary**	Revenue
			Net Profit
			EBITDA on total assets
Internal Process	**CEO**	**Non-monetary**	DJSI Rating
Customer	**CEO**	**Non-monetary**	Biodiesel business customer satisfaction
			Renewable Power business customer satisfaction
Learning & Growth	**CEO**	**Non-monetary**	Employee Engagement
ESG	**CEO**	**Monetary**	Climate-Related Management : A target related to GHG emissions reduction by 3%
		Non-monetary	Safety Performance and Management : Zero Fatality
			Increase collaboration by collaborating with other organizations