



**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 hiring 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 shareholder, 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: Results align with goals or create high-impact innovations and very high-impact work results. 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 31<sup>st</sup>, 2024 have been disclosed as shown in the below and in Form 56-1 One Report 2024.

Position	Name-Last Name	Multiple of base salary
Chief Executive Officer (CEO)	Mr. Chatrapon Sripratum	0
Average across top Executives owning shares	Mr. Vasu Klomkliang Mr. Jumrud Sawangsamud	0

### CEO Compensation Success Metrics

Energy Absolute PCL (EA) has established performance-based criteria for determining the variable compensation of its CEO and top executives, incorporating both financial and non-financial key performance indicators (KPIs) as approved by the Nomination and Remuneration Committee. These criteria are designed to align CEO incentives with the company's strategic objectives and long-term value creation.

✓ 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 are as follows:**

Strategy/Plan	Management Level	Type of Incentive	KPI 2024
Financial	CEO	Monetary	Revenue
			Net Profit
			EBITDA on total assets
Internal Process	CEO	Monetary	DJSI Rating (Dow Jones Sustainability Index)
Customer	CEO	Monetary	Biodiesel business customer satisfaction
			Renewable Power business customer satisfaction
Learning & Growth	CEO	Monetary	Employee Engagement
ESG, Environment, Social, Governance and Economic	CEO	Monetary	Climate-Related Management : A target related to GHG emissions reduction by 3%
			Safety
			Increase collaboration by collaborating with other organizations