

Policy on the Development of Directors, Executives, and Employees

1. Introduction

Absolute Clean Energy Public Company Limited (the "Company") recognizes that its directors, executives, and employees are vital resources contributing to the organization's success. Accordingly, the Company has established this Policy on the Development of Directors, Executives, and Employees, as approved by the Board of Directors, to serve as a guideline for the Company and its subsidiaries in developing personnel with the knowledge, skills, and capabilities necessary to drive the business toward achieving its objectives.

2. Policy on the Development of Directors and Executives

The Company has a policy to promote and facilitate training and knowledge development for individuals involved in the Company's corporate governance system, including members of the Board of Directors, the Audit Committee, other sub-committees, executives, and the Company Secretary, to ensure continuous improvement in their performance.

Activities

- Directors shall attend courses organized by the Thai Institute of Directors Association (IOD), such as the Director Accreditation Program (DAP) or the Director Certification Program (DCP).
- The Chief Financial Officer (CFO) or Director of Accounting and Finance shall complete an Accounting and Finance Orientation Program for no less than 12 hours (initially) and participate in continuing professional development programs in accounting for at least 6 hours per calendar year. In addition, the Chief Accountant shall attend continuing professional development programs in accounting for no less than 6 hours per calendar year.
- The Company Secretary shall attend courses organized by the Thai Institute of Directors Association (IOD), such as the Company Secretary Program (CSP), or programs organized by the Thai Company Secretary Club and the Thai Listed Companies Association, in collaboration with the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), such as Fundamentals for Corporate Secretaries or Advances for Corporate Secretaries.

3. Policy on Employee Development

- 1) The Company regards its human resources as valuable assets essential for sustainable organizational growth. Accordingly, all employees shall receive systematic and continuous training and development to strengthen their core values and competencies, enabling career advancement in alignment with the Company's growth.
- 2) The Company places importance on a variety of training programs, including Functional Training Programs, Management Development Programs, and Special & Supporting Training Programs, to ensure that employees possess the competencies required for their roles and are well prepared to assume higher positions and responsibilities in the future.

- 3) The Company recognizes the necessity of human resource training and development as a vital tool for improving work quality, reducing costs, and enhancing operational efficiency. Accordingly, the Company encourages and supports ongoing workshops aimed at addressing departmental challenges. All expenses related to training and development are regarded as investments in human capital, which are essential to achieving the Company's vision, values, and mission.
- 4) The Company recognizes that supervisors at all levels play a crucial role in on-the-job training and/or coaching. Therefore, the ability to develop subordinates is considered a key factor in evaluating their management performance.
- 5) The Company upholds its commitment to social responsibility. Accordingly, it is willing to cooperate with external institutions on training and development initiatives, study visits, and internship programs. These efforts aim to foster human capital development within the community, society, and the nation, thereby promoting wisdom, knowledge, and insight.

4. Training and Development Framework

Objective

The development of organizational competencies is implemented through the Company's personnel training policy to enhance work efficiency. The focus is on improving personnel's knowledge, skills, and attitudes toward their assigned duties. This approach aims to raise work standards, foster career advancement, and enable the organization to achieve its established goals.

Definitions

“Course”	refers to the course content, lessons, learning processes, activities, or any method that enables trainees to acquire knowledge, understanding, skills, and proficiency, as well as develop desirable attitudes.
“Training”	refers to educational programs, training sessions, conferences, academic or practical seminars, lectures, or similar activities conducted domestically or internationally, including self-directed learning. Training must have defined content, objectives, processes, and a specified timeframe for personnel development towards greater efficiency. It also includes study visits, field practice, and internships programs.
“Trainee”	refers to the Company's employees — from operational staff, supervisors, and managers to senior executives. Personnel at each level shall receive training aligned with the competencies required for their roles. The frequency and intensity of training shall increase as job levels progress, or as determined by supervisors or executives.
“Training Evaluation”	refers to the measurement and assessment of whether the training has been implemented as planned or has achieved its objectives, as well as the identification of any issues or obstacles encountered. Evaluation may involve multiple assessment methods and may be conducted once upon completion of the training, or twice by including a follow-up assessment after the trainee has resumed regular duties, depending on appropriateness and organizational needs.

Types of Individual Competencies

- 1) Core Competency

Refers to the essential competencies required of all personnel, such as honesty, organizational loyalty, achievement orientation, and ethical integrity. These are behavioral competencies established as shared attributes to cultivate core values and desirable behaviors within the organization.
- 2) Functional Competency

Refers to the knowledge and skills required to perform specific duties within a particular function or department. These competencies are defined for each functional group to support and enhance employees' capability to execute their assigned duties and responsibilities effectively.
- 3) Managerial Competency

Refers to the competencies required of individuals at the management level, such as leadership and management skills. This category is sometimes referred to as Role Competency.

Types of Training Courses for Personnel Development

- 1) Pre-Service Training

This program is designed to prepare individuals before they assume their duties by equipping them with the knowledge and skills necessary to perform their assigned tasks effectively. The training content comprehensively covers essential topics for job performance and typically includes practical skill development. The course generally covers orientation topics such as organizational introduction, organizational culture, benefits and compensation, and job fundamentals.
- 2) In-Service Training (Refresher / Skill Development)

This program is designed to enhance employees' knowledge, skills, and attitudes for improved performance, address performance challenges, or prepare personnel for job transfers or new responsibilities. It is conducted in various formats, such as On-the-Job Training, Classroom Training, and Self-Learning or E-Learning.
- 3) Pre-Promotion Training

This program is designed to enhance trainees' knowledge and skills in management, leadership, people management, and related areas, enabling them to develop the role competencies required for managerial effectiveness. In other words, it prepares personnel for advancement to higher-level positions.

Regulations on Personnel Training and Development

- 1) Employees must undergo an orientation program covering both the business of the Group and the specific company to which they belong, and must be informed of their roles, duties, and responsibilities before assuming their designated positions.
- 2) In addition to orientation, employees are required to receive training on workplace safety and environmental preservation, including the protection of the surrounding community environment.
- 3) Employees must participate in training and development programs as established by the Company for their respective positions.

- 4) Consideration for promotion and advancement shall include employees' training performance and completion of required courses in accordance with the prescribed criteria.
- 5) Training and examination results shall be taken into account as part of the annual compensation review process.

This policy shall be effective from July 19, 2018 onwards.

Committees

Absolute Clean Energy Public Company Limited