

## **Succession Planning Policy**

### **1. Introduction**

Succession planning refers to the preparation and development of personnel in advance to replace or assume key positions within the organization. This process aims to ensure leadership continuity and support organizational growth. It focuses on critical roles such as the Chief Executive Officer (CEO), executives, and specialized experts. The company also establishes a systematic and long-term development program for designated successors, ensuring their readiness to take on leadership responsibilities and facilitating a smooth transition when the need arises.

### **2. Principle**

Absolute Clean Energy Public Company Limited (the "Company"), through its Board of Directors, has established an appropriate Succession Plan and management continuity framework covering positions from the executive level upward. The process follows clear and transparent selection procedures based on considerations of knowledge, experience, capability, ethics, and leadership qualities. This aims to ensure personnel readiness to support and align with the Company's business expansion. Furthermore, the process includes evaluating the performance and potential of executives, promoting the development of relevant knowledge and skills, and continuously monitoring progress to ensure that the Company's operations can continue smoothly and effectively.

### **3. Succession Plan**

The Company has established a plan for the selection of personnel to assume key executive positions at all levels in an appropriate and transparent manner to ensure the appointment of professional executives. The Board of Directors and/or the Nomination and Remuneration Committee (NRC) shall be responsible for reviewing the Succession Plan for the Chairperson of the Executive Committee, the Chief Executive Officer (CEO), and other executives of the Company. For the selection and appointment of executives, the NRC monitors the progress of the Succession Plan, which covers all key positions, and reports the implementation results to the Board of Directors for acknowledgment periodically, at least once a year, as follows:

#### **3.1 Chairperson of the Executive Committee / Chief Executive Officer (CEO)**

In the event that the position of the Chairperson of the Executive Committee or the Chief Executive Officer (CEO) becomes vacant, or the incumbent is unable to perform their duties, the Company shall appoint a comparable or deputy executive as acting officer until a qualified successor is selected. The successor must meet the Company's criteria, possess vision, knowledge, capability, and relevant experience, and be aligned with the organizational culture. The Nomination and Remuneration Committee shall identify and nominate suitable candidates for consideration and approval by the Board of Directors, or, if required, by the Shareholders' Meeting.

### **3.2 Executive Level**

In the event that an executive position at the Director level or above (excluding the Chairperson of the Executive Committee / Chief Executive Officer (CEO)) becomes vacant, or the incumbent is unable to perform their duties, the Company shall present the designated successor to the Executive Committee for consideration and approval of the appointment.

The succession planning process for executive-level positions is carried out through the following steps:

1. Analyze the Company's business situation, including corporate strategies, policies, investment plans, and expansion plans.
2. Assess workforce readiness to ensure alignment with the Company's strategies and operational plans, both in the short and long term.
3. Develop workforce readiness plans by enhancing employees' knowledge, skills, and experience necessary for effective job performance.
4. Establish recruitment plans and employee training and development programs in advance, before employees retire or leave their positions ahead of schedule.
5. Define the required competencies — including knowledge, skills, personality traits, and attitudes — for each position, and prepare an Individual Development Plan (IDP) accordingly.
6. Select and assess employees' performance and potential to determine suitability for succession.
7. Utilize appropriate testing and assessment tools to analyze employees' potential.
8. Identify successors based on the assessment and analysis of employees' performance and potential. Identified employees shall be informed in advance to ensure adequate time for preparation and knowledge transfer. Backup successors shall also be designated.
9. Develop and evaluate potential successors to ensure that their progress and performance meet expectations. If such expectations are not met, replacements may be considered as appropriate.

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

### **Committees**

#### **Absolute Clean Energy Public Company Limited**