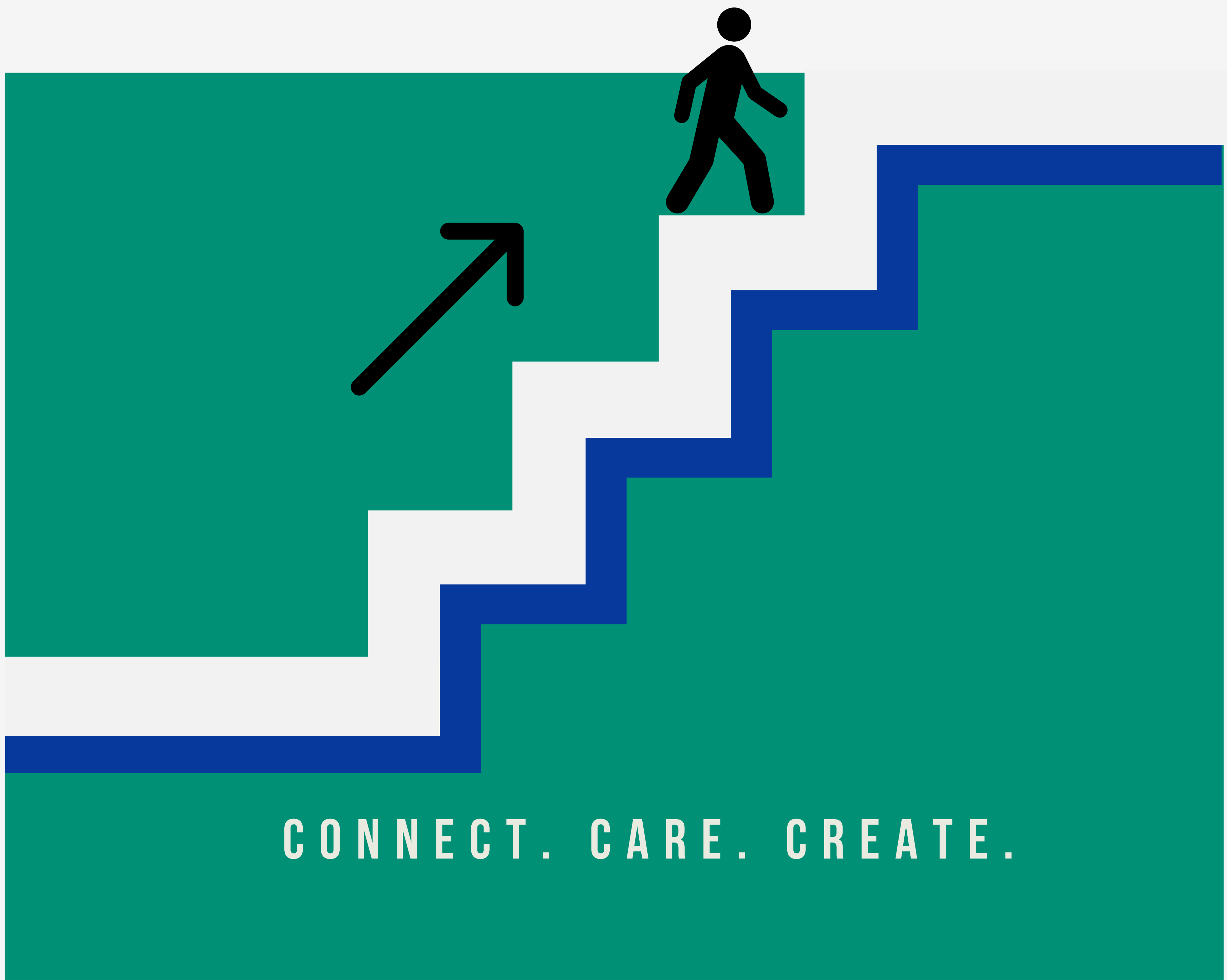


Human resources are one of the fundamental factors of any business activity of the organization, especially in increasing the value of the business and strengthening the competitiveness of the organization to thrive sustainably. The group is aware of the importance of respecting rights by providing protection for employees and labor in accordance with the law and human rights. Additionally, it also supports employees to work at full capacity by encouraging them to develop their skills to become more potent and motivated for long-term engagement with the organization.

Due to the importance of the above factors, the group has established a human resources management policy, which is defined as a framework with six key practices. The Human Resources Department, in collaboration with all power plants across the group's operations, is responsible for overseeing employees at all levels, including:

1. Respect for Employee Rights in accordance with human rights principles and compliance with labor laws.
2. Fair Employment Practices, including transparent recruitment processes, equitable terms of employment, fair compensation, and performance-based reward systems aligned with a just performance appraisal process.
3. Promote the development of personnel by providing training, seminars, and workshops, as well as sending employees to participate in relevant academic seminars and training programs to enhance their knowledge, skills, and potential. This also includes fostering positive attitudes, ethical values, and teamwork among employees.
4. Provide various welfare benefits for employees as required by law, such as social security, as well as additional benefits beyond legal requirements, such as accident insurance. This also includes providing financial assistance in various forms, such as scholarships for employees' children and funeral assistance, among others.
5. Annual Health Check-ups, provided to all employees based on individual risk factors such as age, gender, and working environment.
6. Provide employees with the opportunity to express opinions or file complaints regarding unfair treatment or inappropriate actions within the group of companies, while ensuring protection for employees who report such issues.



CONNECT. CARE. CREATE.

CAPABILITY AND SKILL DEVELOPMENT FOR EMPLOYEES

The Group places great importance on developing the knowledge, skills, and potential of employees across diverse professions. It aims to foster a positive mindset, promote integrity, ethics, and a sense of social responsibility, while cultivating leadership and teamwork capabilities to support business growth and prepare for future challenges. This is achieved through training programs, workshops, mindfulness practices, and volunteer activities, ensuring equal opportunities for all employees. Additionally, the Group strives to retain high-performing talent to drive continuous organizational development. Moreover, the Group has established clear guidelines for communicating corporate policies through various channels, starting from onboarding and continuing throughout the employee's tenure. These include the Code of Business Conduct, Anti-Corruption Policy, compliance with relevant laws and regulations, and safety and privacy measures, among others.

In terms of human resource management, the Group has a "Human Resource Development and Training Policy", which is analyzed according to the employee's position group. Employee progress plans and job evaluation results from operational to executive level, such as positions of power generation control workers, must be trained in Distributed Control System, which corresponds to the organization's metrics. Training has been designed such as orientation courses, on-the-job training, internal and external training, and safety and environmental programs for promoting productivity.

To contribute to the strong human resource base of the organization, the Group has set key performance indicators (KPIs) for employees at the operational level in connection with business-driven goals such as reducing production costs, delivering the amount of electricity according to the target which is the management of personnel at the business unit level and the operational level together that lead to the opinions from operators. Planning and conducting training to develop employees' potential, such as jointly analyzing with the HR department the causes of performance at the operational level that do not meet the specified goals. This will lead to an analysis of the implementation of the work support plan, such as the performance improvement plan. It also provides quantitative benefits to the Company Group as well. There is a monthly performance appraisal with clearly defined criteria. Employees could acknowledge the KPIs from supervisors directly at the beginning of every year. The results were reported annually which show the potential of the employees of the Group. It plays an important role in ensuring that electricity generation from all power plants meets the production delivery target.

In 2024, the Group focused on developing knowledge in Environmental, Social, and Governance (ESG) aspects, strengthening a risk management culture, and promoting anti-corruption practices to ensure transparent operations. Simultaneously, the Group prioritized fostering mental well-being among employees at all levels by introducing additional related training programs beyond those offered in previous years.

GOALS AND PERFORMANCE

Goal	Performance
The number of employees trained to develop their potential according to the criteria specified by the Group is at least 50 percent.	In 2024, 760 employees were trained, accounting for 86.07 percent of the total 853 employees.





## ANNUAL TRAINING PLAN OF THE GROUP

Code	Course Title	Training Type		Level of Target Group		
		In-house	Public	Operational	Supervisor	Management
<b>A</b>	<b>New Employee Preparation</b>					
1	Employee Orientation (Company introduction / Regulations / Benefits / Safety / Policies)	x		As per new hires		
2	Management Systems (ISO / 5S / COP / CSR DIW / White Factory / Clean-Energy Factory)	x		As per new hires		
3	Management Policy / Corporate Governance / Employee Ethics / Anti-Corruption	x		As per new hires		
4	Company Values / Quality Awareness / Role-Model Behavior	x		As per new hires		
5	Safety & Occupational Health Awareness / Working Environment	x		As per new hires		
6	Energy Conservation Awareness	x		As per new hires		
7	Basics of Power Generation & Operational Processes	x		As per new hires		
8	Basic Employee Information System	x		As per new hires		
9	Job Descriptions (JD) for New Employees	x		As per new hires		
10	Operation Standards (OJT)	x		As per new hires		
<b>B</b>	<b>Statutory Courses</b>					
1	Safety Officer (Management Level – 2 days)		x			x
2	Safety Officer for Supervisors (2 days)	x			x	
3	Safety, Occupational Health & Environment Committee (2 days)	x		x	x	
4	Boiler Operator (6 days)		x	x	x	
5	Boiler Operator Refresher		x	x	x	
6	Confined Space Work Safety: Authorization, Supervisors, Assistants, and Operators Training (3 days)		x	x	x	
7	Confined Space Refresher		x	x	x	
8	Forklift Operation (1 day)	x		x	x	
9	Forklift Driver Refresher	x		x	x	
10	Overhead Crane Operation (Group of 4; 2 days)		x	x	x	
11	Overhead Crane Refresher		x	x	x	
12	Working at Height		x	x	x	
13	Scaffolding Installation & Inspection Techniques		x	x	x	
14	ISO 9001:2015,14001:2015,45001 : 2018		x	x	x	x
15	Internal Audit (ISO) 9001:2015, 14001:2015, ISO45001 : 2018		x	x	x	x
16	Safe Chemical Use & Spill Response (1 day)	x		x	x	
17	Energy Management Responsible Person (5 days)		x			x
18	Hazardous Material Management (1 day)		x			x
19	Building Electrical Systems Technician		x	x		
20	Basic Firefighting (40% of workforce; 1 day)	x		x	x	x
21	Fire Evacuation Drill (1 day)	x		All employees		
22	Electrical Safety at Work	x		x	x	x
23	Use & Maintenance of PPE	x		All employees		
24	Occupational Disease Awareness	x		All employees		
25	Occupational Health & Safety for Contract Workers (1 day)	x		x	x	x
<b>C</b>	<b>Production</b>					
1	Fundamental Knowledge of Plant Start-Up and Shut-Down Procedures	x		x	x	
2	Thermodynamic Basic	x		x	x	
3	Fuel Handling equipment & Control Operation	x		x	x	
4	Combustion System & Control Operation	x		x	x	
5	Boiler System & Control Operation	x		x	x	
6	Ash Handling system Control Operation	x		x	x	
7	Electrostatic Precipitators Operation Control	x		x	x	
8	Plant Safety Interlock	x		x	x	
9	Operation and Maintenance of Switchgear Systems	x		x	x	
10	Steam Turbine Operation & Control	x		x	x	
11	Water Plant Operation & Control	x		x	x	
12	Cooling System Operation	x		x	x	
13	Air Compressor System Operation	x		x	x	

Note: Additional training courses may be provided as deemed appropriate.

## ANNUAL TRAINING PLAN OF THE GROUP

Code	Course Title	Training Type		Level of Target Group		
		In-house	Public	Operational	Supervisor	Management
14	Generator System Operation	x		x	x	
15	Distributed Control System (DCS) Operations	x		x	x	
16	Preventive Maintenance for Power Plant Equipment	x		x	x	
<b>D</b>	<b>Power Plant Management</b>					
	<b>Fundamental Power Plant Efficiency (Operations Team)</b>					
1	Plant Overview	x		x	x	
2	Fuel Types & Quality Inspection	x		x	x	
3	Start-Up Scenarios: Plant Blackout and Island Mode Cases	x		x	x	
4	Six Key Plant Operation Scenarios: (ID Fan Trip, Pusher Blockage, ESP Malfunction, High Drum Level, High Turbine Bearing Temperature, High Turbine Vibration)	x		x	x	
5	Emergency Response Protocols (Power Outage Scenarios)	x		x	x	
6	Electricity Sales Management – 8 MW Capacity	x				x
7	Plant Performance	x			x	x
8	Cost of Production (COP) Management	x				x
9	Production Planning	x				x
	<b>Maintenance Team Development</b>					
1	Fundamentals of Maintenance Work	x		x	x	
2	Maintenance of Tools and Equipment	x		x	x	
	<b>Personnel and Team Management</b>					
1	Train The Trainer (Class Room )	x		x	x	x
2	Team Management and Effective Supervisory Skills	x			x	x
3	OC, JD, JG Analysis and Setting Job-Specific KPI/MBO (Workshop)	x			x	x
4	Team Building: Enjoying Success Together	x		x	x	x
	<b>Budgeting and Planning</b>					
1	Annual Plan and Budgeting Seminar for FY 2024 (Workshop)	x			x	x
	<b>Soft Skills Development</b>					
1	Communication and Coordination Skills	x		x	x	x
<b>E</b>	<b>Career Path Development</b>					
	<b>Human Resource</b>					
1	Training/E-learning System Usage for HRD	x		x		
2	HRIS (Human Resource Information System) Usage	x		x		
	<b>Management Information System</b>					
1	Computer Act and Compliance with IT Standards	x		x	x	
2	Big DATA Management	x			x	x
3	Network and Security Systems	x		x	x	
4	Requirement Gathering and Prototyping Techniques	x		x	x	
	<b>LAW + Account</b>					
1	Securities and Stock Exchange Law	x				
	<b>Safety &amp; Environment</b>					
1	Safety and Environmental Law	x		x		
2	Safety Officer (SHE) Knowledge Enhancement – 12-Hour Program		x	x		
	<b>Budget Management</b>					
1	Store Management	x			x	x
	<b>Accounting</b>					
1	Basic Knowledge of BOI: How to Properly Utilize BOI Privileges for Maximum Benefits	x		x	x	x
2	Accounting Document Preparation: Revenue and Expenditure Cycles	x		x		
3	Tax Essentials: Prohibited Deductions / Withholding Tax / VAT	x		x		
4	Cost Accounting Fundamentals	x		x		
5	Business Knowledge for Accountable Accounting Functions	x		x		
6	Annual Plan and Budgeting Seminar for FY 2024 (Workshop)	x		x		
	<b>Purchasing (Fuel Procurement)</b>					
1	Effective Purchasing Planning & Monitoring	x		x		
2	Supplier Assessment & Evaluation	x		x	x	
3	Procurement Ethics & Integrity	x		x	x	

Note: Additional training courses may be provided as deemed appropriate.



ACE has established operational guidelines to reinforce the organization's "9S Core Values," with a particular emphasis on the eighth principle:  
"S8 – Fostering Team Development."



Using the results from the previous year's annual performance evaluations, a **GAP Competency** analysis is conducted by the relevant departments. This analysis is utilized to create role-specific training plans that align with the organization's policies and strategies, as well as comply with legal requirements. Additionally, comprehensive employee development programs are designed in all areas, including training programs for the development of employees in the **Operations & Maintenance** group, among others.

## OPERATION & MAINTENANCE WORKFORCE DEVELOPMENT PROGRAM

The group of companies has implemented an employee development program for the Operations & Maintenance team, with goals aligned with the company's business strategy. The program aims to enhance production capabilities and improve profitability while ensuring environmental and social responsibility. The training courses are led by specialized experts and are complemented by hands-on development to ensure employees gain a deep understanding of their roles, work processes, and proper procedures for operating machinery. This is intended to prevent damage to themselves, equipment, machinery, and the organization's reputation, while also ensuring a commitment to zero workplace accidents.

### 1. OBJECTIVES

To enhance technical skills and specialized expertise, the program is designed to establish a strong foundation across all operational processes while offering accelerated learning through expert-led instruction. The ultimate goal is to develop employees into subject-matter experts and ensure the retention of critical knowledge within the organization.

### 2. TARGET GROUP

Employees in the Operation & Maintenance division.

# EMPLOYEE TRAINING AND CAPACITY DEVELOPMENT PROGRAM



## 3. PROJECT FRAMEWORK

Case Study: Clean Energy Power Plant, Nam Phong



### TO COACH & PRACTICE

#### On-the-job training alongside experts

Practical training conducted alongside subject-matter experts to ensure real-world application and understanding.

### TO THINK & APPLY

#### Energy Conservation Measures

Implementing operational practices that minimize resource loss and enhance energy efficiency.

### TO KNOW & REALISE

#### Comprehensive Training Programs

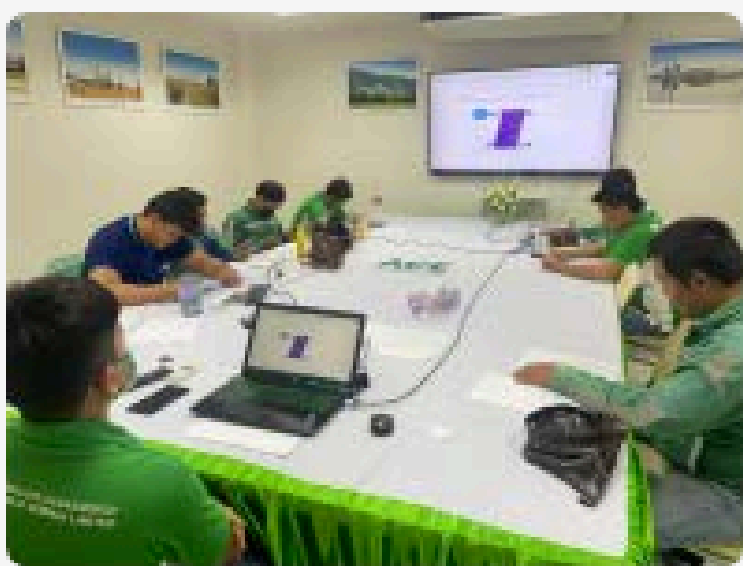
##### Key Learning Topics

##### OPERATIONS

- Fuel Operation
- Belt Conveyor Operation
- Cooling Towers Operation and Maintenance
- ASH handling Operation
- Pump Operation and Maintenance
- Turbine Operation
- Generator Equipment and Operation
- Air Compressor Operation and Maintenance
- Motor Theory and Maintenance
- Chemical Function of Power plant

##### MAINTENANCE

- Autonomous Maintenance
- Condition-Based Maintenance



## 4. QUANTIFIABLE BENEFITS

Employees who participated in the program have gained increased expertise in their roles, resulting in no personnel shortages in critical positions for operations in 2024. The Operations & Maintenance team consists of 30 employees, which helped reduce issues related to breakdowns caused by staff shortages. Employee skills have improved compared to the previous year, with an average performance score of 87.44%, exceeding the performance evaluation target of 80%. Additionally, downtime due to machine stoppages was reduced, resulting in savings of over 800,000 Baht compared to 2024.



EMERGING RISK MANAGEMENT

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) TRAINING PROGRAM.

The ACE Group places significant emphasis on the use of Information and Communication Technology (ICT) in all aspects of its operations, including data storage, communication, customer service, and internal management. The focus is on using systems and software that are legally compliant and ethical, ensuring that there are no negative impacts on stakeholders both within and outside the organization, such as customers, business partners, communities, and society at large.



The company recognizes the risks associated with the misuse of information systems, which may violate ethical standards or legal requirements, as well as the current threats related to information technology. In addition, the company strives to foster knowledge, understanding, and awareness of these issues among all employees at every level. Furthermore, the company implements risk prevention measures in line with international standards, such as installing equipment and software to protect against virus intrusions, defining user access rights, establishing secure password protocols, and implementing a Business Continuity Plan (BCP).

To ensure that employees use technology correctly, ACE Group provides continuous training for both executives and employees to enhance their understanding of ICT policies. This training is offered both On-site and Online, complemented by monitoring, assessment, and reporting to reinforce an organizational culture committed to ethics and the fight against corruption.

Time	Topic	Responsible Unit
9.00 AM – 17.00 PM		
8.30 AM – 9.00 AM	Begin online registration through the online system.	Human Resources Department
9.00 AM – 9.15 AM	Pre-training assessment (Pre-Test)	
9.15 AM – 12.00 PM	ICT Policy Overview – General Provisions and Terminology – Network and Computer Systems – Usage Guidelines for Network and Computer Systems – System Usage Protocols for Employees	Information Technology Department
12.00 PM – 13.00 PM	Lunch Break	Human Resources Department
13.00 PM – 14.00 PM	– Data Usage Policy within the Company – Policy for Controlling External Service Providers – Password Usage Policy within the Organization	Information Technology Department
14.00 PM – 16.00 PM	Regulations for the Secure Use of the Organization's Information Systems and Technology Networks – Overview of ICT Security Policies – General Employee Guidelines for System Usage – System Usage in Compliance with Legal and Ethical Standards – Proper Use of ICT in Accordance with Network Usage Norms	
16.00 PM – 16.45 PM	Training Summary	
16.45 PM – 17.00 PM	Post-training Assessment and Evaluation Survey	Human Resources Department

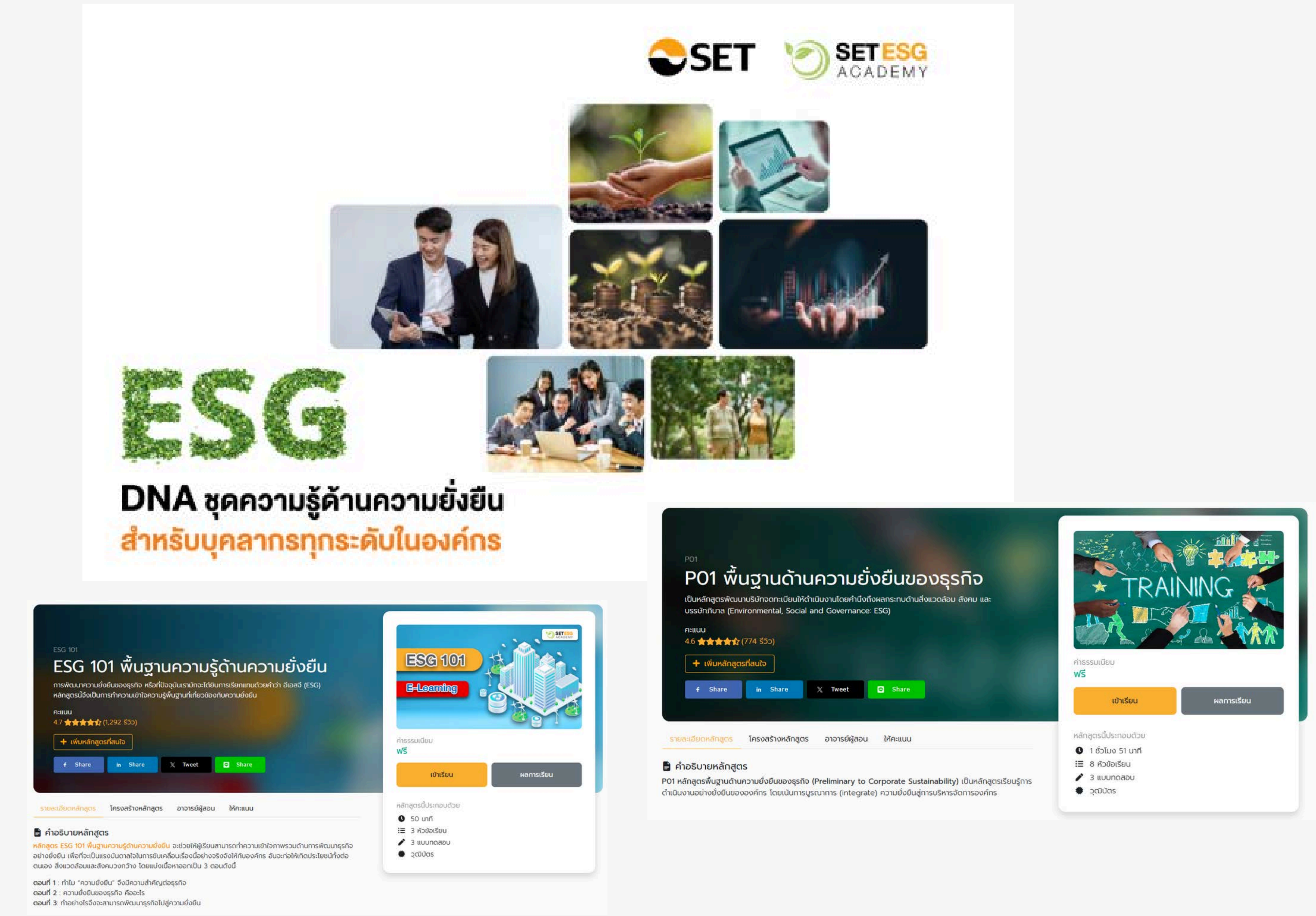
Example of Training Schedule



ESG DNA SUSTAINABILITY KNOWLEDGE PROGRAM

In 2024, the Board of director committees and executive team recognized the importance of fostering sustainability awareness among employees. As a result, they actively promoted and supported **participation in the "ESG DNA: Sustainability Knowledge Program for All Employee Levels"** organized by the Stock Exchange of Thailand. This initiative aims to enhance knowledge and understanding of sustainability through E-Learning courses and knowledge assessments across two key modules:

- P01 : Preliminary to Corporate Sustainability
- ESG 101 : ESG in Action



The program emphasizes instilling Environmental, Social, and Governance (ESG) principles, promoting employee engagement toward a unified direction, and cultivating an organizational culture that supports sustainability — driving long-term, stable growth.

Target and Result	
Target 1	A minimum of 50% of the employees who enrolled in the program are required to pass the foundational courses: ESG 101 and P01.
Target 2	To be eligible for a certificate, a company must ensure that over 70% of the employees who applied for the program pass the foundational courses within one year.
Result	All 150 Head Office employees (100% of those who applied for the program), including managers and operational staff, successfully completed all training and met both targets.



# TRAINING PLAN REPORT FOR PERSONNEL

## TOPIC: "HUMAN RIGHTS POLICY AND PRACTICES"



The organization recognizes the importance of respecting and promoting human rights in accordance with universal principles, considering it a fundamental aspect of conducting business responsibly and ethically within society. It is also an integral part of the commitment to the ESG (Environment, Social, Governance) framework.

In order to ensure that personnel at all levels possess the knowledge, understanding, and ability to correctly apply human rights policies, the organization has organized an internal training program on this subject.

### OBJECTIVE

- To promote understanding of fundamental human rights principles, including the UN Guiding Principles on Business and Human Rights (UNGPs).
- To clarify the organization's human rights policies, such as non-discrimination and the prevention of child and forced labor.
- To enable personnel to identify and appropriately report human rights risks in work processes.
- To foster a culture that respects human dignity and equality.

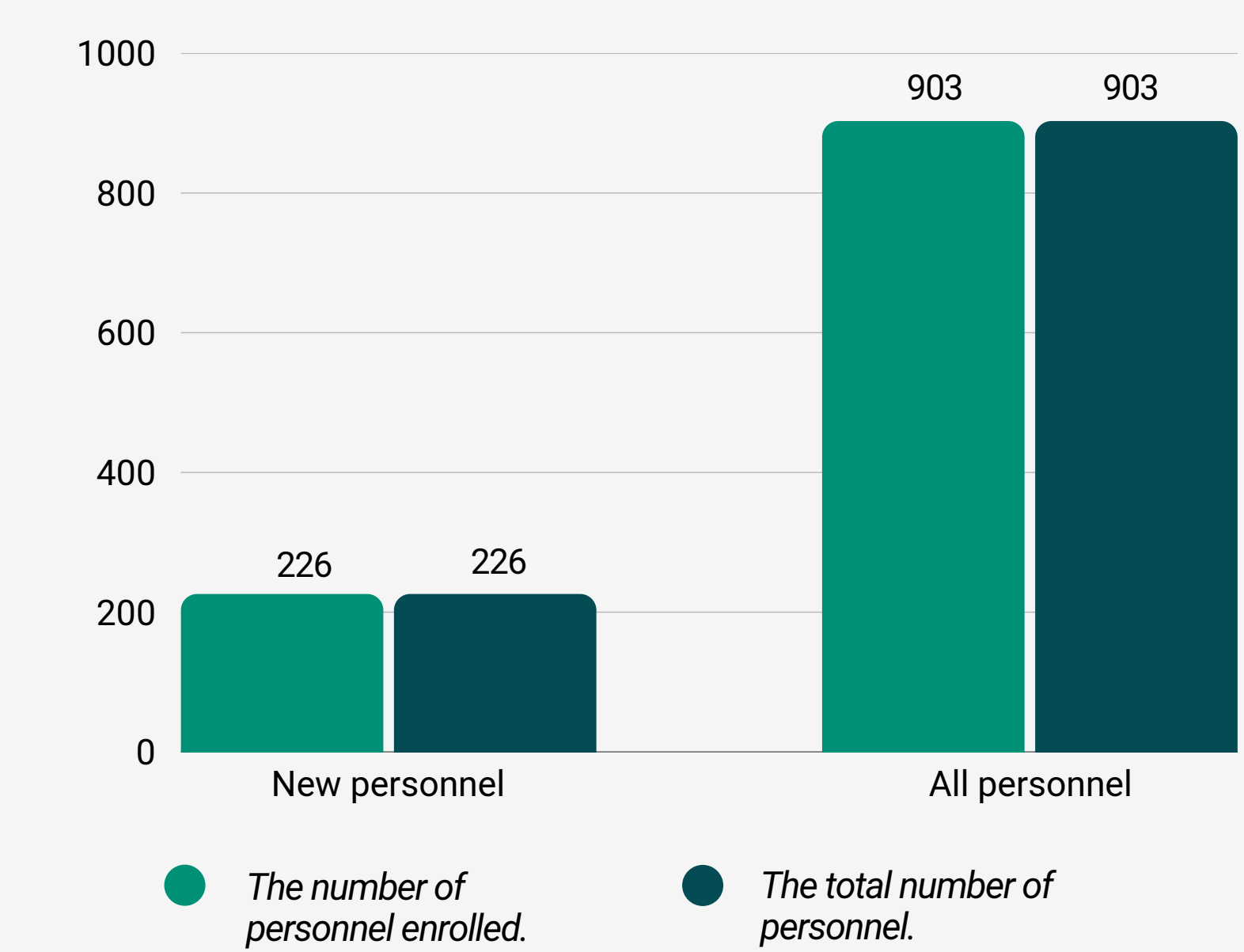
### SCOPE OF TRAINING CONTENT

1. The meaning and types of human rights
2. International human rights standards and business practices (UNGPs, ILO, OECD Guidelines)
3. The organization's human rights policies
4. Human rights in work processes, such as fair employment, working hours, safety, etc.
5. Identifying risks and reporting channels
6. Case studies and best practices

### TRAINING AND EVALUATION METHODS

Target	Implementation
For the Training	
Newly Hired Personnel During the Fiscal Year	<ul style="list-style-type: none"><li>• It is one of the topics included in the new employee orientation.</li><li>• All new employees are required to complete the training within the time frame set by the company.</li><li>• Supporting learning materials and an employee handbook that clearly and comprehensively outlines the relevant policies will be provided.</li></ul>
All Personnel Of the Group of Companies	<ul style="list-style-type: none"><li>• All employees are required to undergo training once a year as part of the Annual Refresh Course.</li><li>• This training will be conducted through the E-Learning system.</li></ul>
For Evaluation	
All Personnel Of the Group of Companies	<ul style="list-style-type: none"><li>• Evaluate knowledge and understanding after the training, with the scores being recorded in the Human Resources Development department's database system.</li></ul>

### THE NUMBER OF PERSONNEL TRAINED IN THE YEAR 2024.



All personnel of the group of companies, as well as new personnel during the fiscal year 2024, have signed an acknowledgment and agreement to comply with the corporate governance policies and practices, including the human rights promotion policy.

Additionally, the Human Resources department has developed and disseminated learning materials and assessments in the form of E-Learning to review key practices related to the human rights promotion policy. As a result, 100% of the board members, executives, and employees of the group of companies have participated in the review of the human rights promotion policy through the provided learning communication channels.

**Note:** The company maintains records of each employee's training in the Training Log / HRD Database system.



# TRAINING PROGRAM : ANTI-CORRUPTION POLICY AND CORPORATE GOVERNANCE



## OBJECTIVES

To ensure that all personnel at every level have a correct understanding and can effectively implement the company’s anti-corruption policies, the company has established a systematic internal training program. This training is mandatory for all employees within the corporate group.

## REQUIREMENTS AND MONITORING

- The training is mandatory for all employees.
- Results and test scores are recorded in the HR system for annual performance evaluations.
- Employees who fail must retake the training as required.
- The curriculum is reviewed annually to ensure relevance and alignment with corporate governance standards.

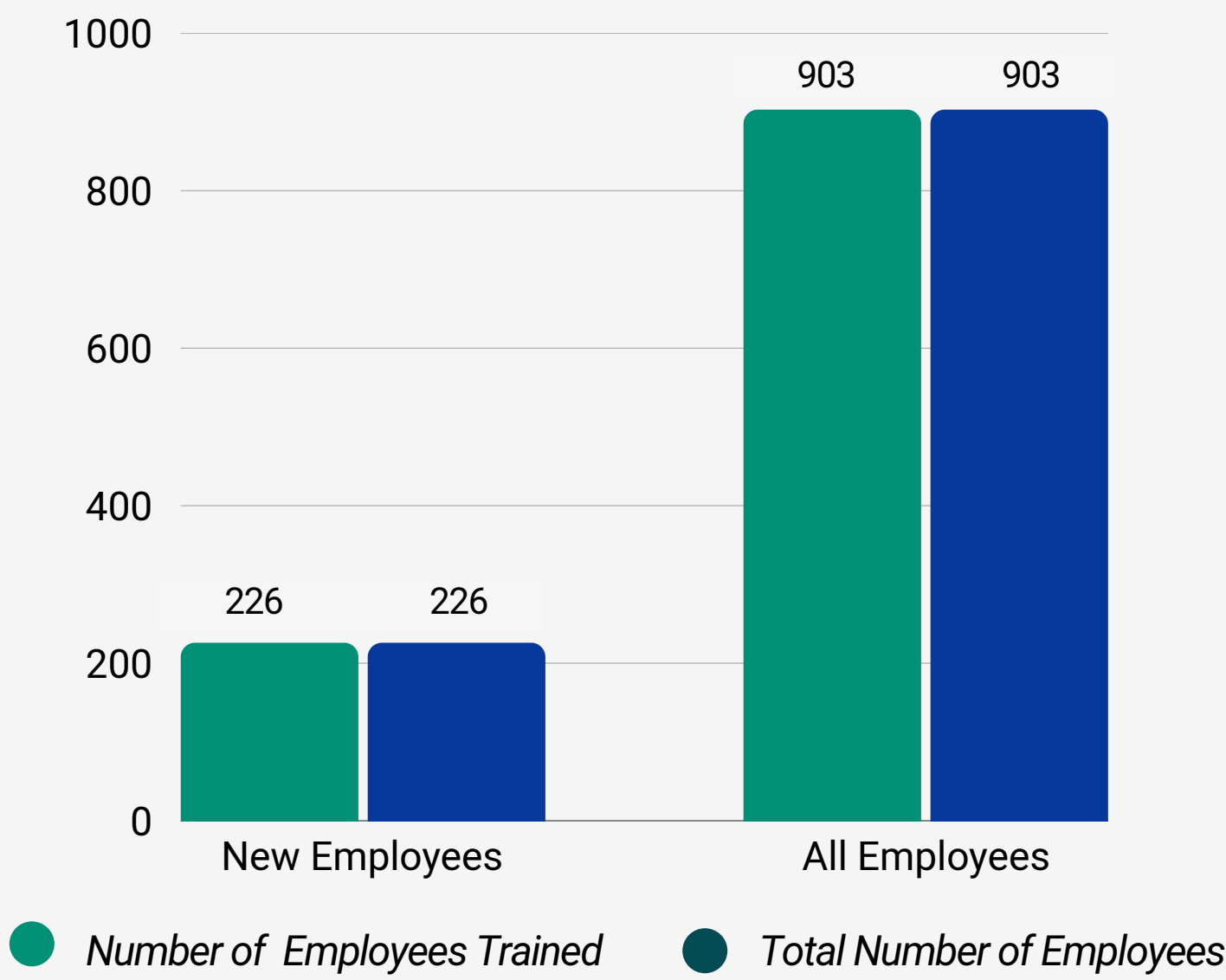
## SCOPE OF TRAINING CONTENT

1. Company’s declaration of intent to join the Thai Private Sector Collective Action against Corruption (CAC).
2. Scope of the anti-corruption policy, applicable to directors, executives, employees at all levels, partners, agents, contractors, and representatives of the company.
3. Roles and responsibilities at each organizational level in promoting and enforcing the policy.
4. Types of corruption to be aware of, with example scenarios.
5. Potential impacts on the company from policy violations.
6. Guidelines for refusing to give or accept bribes, including the incident reporting process.
7. Case studies of policy violations and examples of appropriate conduct.
8. Whistleblowing channels and protection measures for whistleblowers.
9. Procedures and criteria for investigating whistleblower reports.
10. Disciplinary and legal actions for corrupt or fraudulent behavior.

## TRAINING FORMAT AND EVALUATION

Target Groups	Implementation
Training Implementation	
New Employees (within the fiscal year)	<ul style="list-style-type: none"><li>• Included as part of the new employee orientation program</li><li>• All new employees must complete the training within the designated timeframe</li><li>• Comprehensive learning materials and employee handbooks are provided, clearly outlining the company’s anti-corruption policy</li></ul>
All Employees	<ul style="list-style-type: none"><li>• Required to complete the training once per year as part of the Annual Refresh Course</li><li>• Training is delivered via the E-Learning platform</li></ul>
Evaluation Process	
All Employees	<ul style="list-style-type: none"><li>• Post-training assessments are conducted to evaluate understanding</li><li>• Assessment scores are recorded in the Human Resource Development (HRD) database</li></ul>

## TRAINING PARTICIPATION IN 2024



100% of all employees and newly hired staff within the 2024 fiscal year have signed an acknowledgment form and agreed to comply with the company’s good corporate governance practices, including the anti-corruption policy.

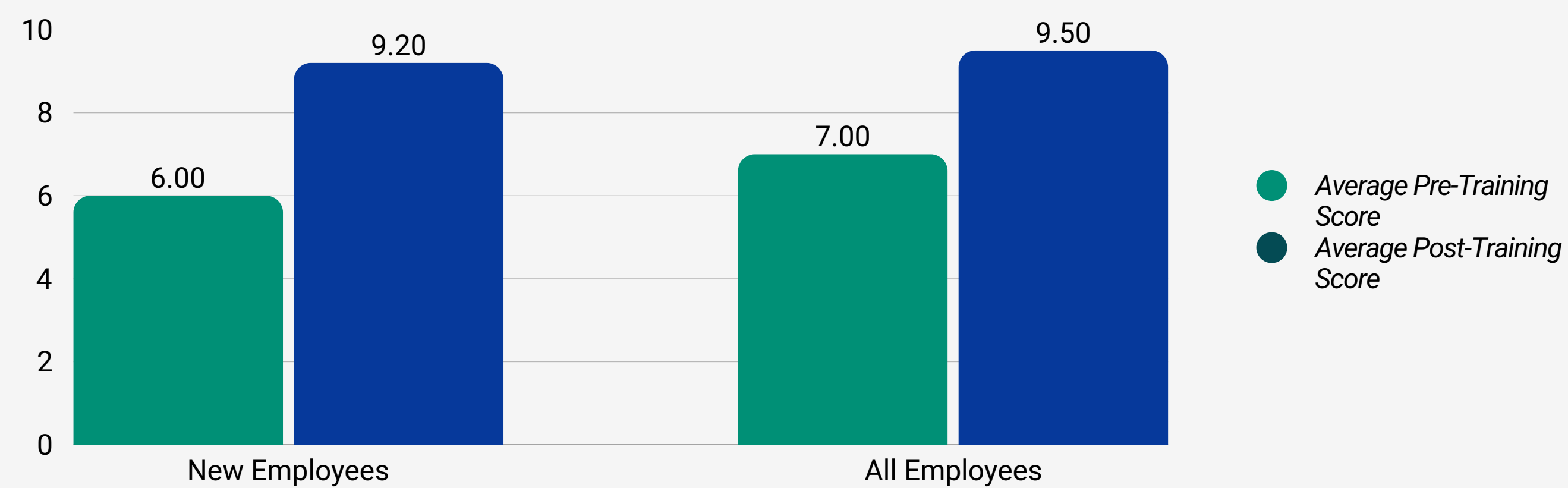
The Human Resources Department developed and distributed learning materials and assessments in the form of E-Learning to reinforce understanding of key anti-corruption practices,100% of the company’s directors, executives, and employees completed the annual policy review through the E-Learning platform.

*Note\* Training records for each employee are maintained in the company’s Training Log / HRD Database.*

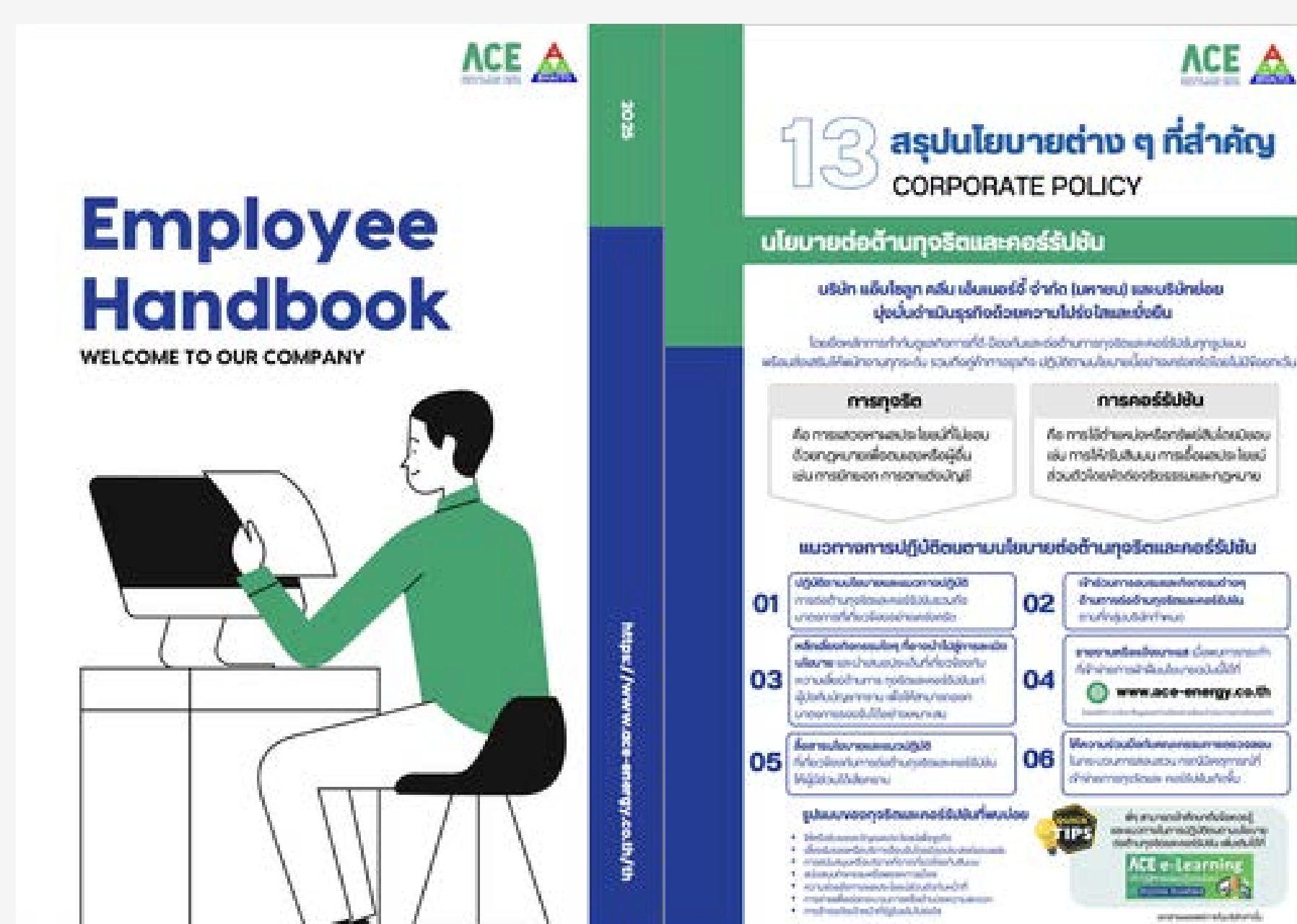


# TRAINING PROGRAM : ANTI-CORRUPTION POLICY AND CORPORATE GOVERNANCE (CONTINUED)

## AVERAGE PRE-POST TRAINING SCORES



Sample Pages from the Employee Handbook



## EMPLOYEE HANDBOOK

The Human Resources Department has developed and distributed a Welcome Employee Handbook to all new hires. The handbook clearly outlines the company's anti-corruption policy and provides guidelines on proper conduct in accordance with this policy. It is distributed to every new employee on their first day of employment.

## E-LEARNING COURSE CONTENT

- The Human Resources Department developed the course titled "Sustainable Transparency: Learning and Implementing the CAC Anti-Corruption Policy" via the E-Learning platform.
- New employees are required to complete this course during their probationary period.
- The system automatically records the learning progress and final assessment scores to verify employee comprehension.

Sample Screenshots from the E-Learning System



## ATMOSPHERE OF ANTI-CORRUPTION POLICY COMMUNICATION

during the New Employee Orientation Program (ACE Orientation Day)

- During the orientation session, the Human Resources Department delivered a comprehensive briefing on the organization's anti-corruption and anti-bribery policies.
- New employees were encouraged to ask questions and engage in open discussions regarding real-life scenarios that may arise in the workplace.
- The training session fostered an interactive learning environment through the use of simulated video scenarios and case studies to facilitate group discussion and critical thinking.



Training Atmosphere via Zoom Program



The **ACE Group** recognizes the importance of conducting its business with good corporate governance, transparency, and integrity. Therefore, an Anti-Fraud and Anti-Corruption Policy has been established to guide employees at all levels as well as stakeholders. Additionally, the company has communicated this policy through various channels as follows:

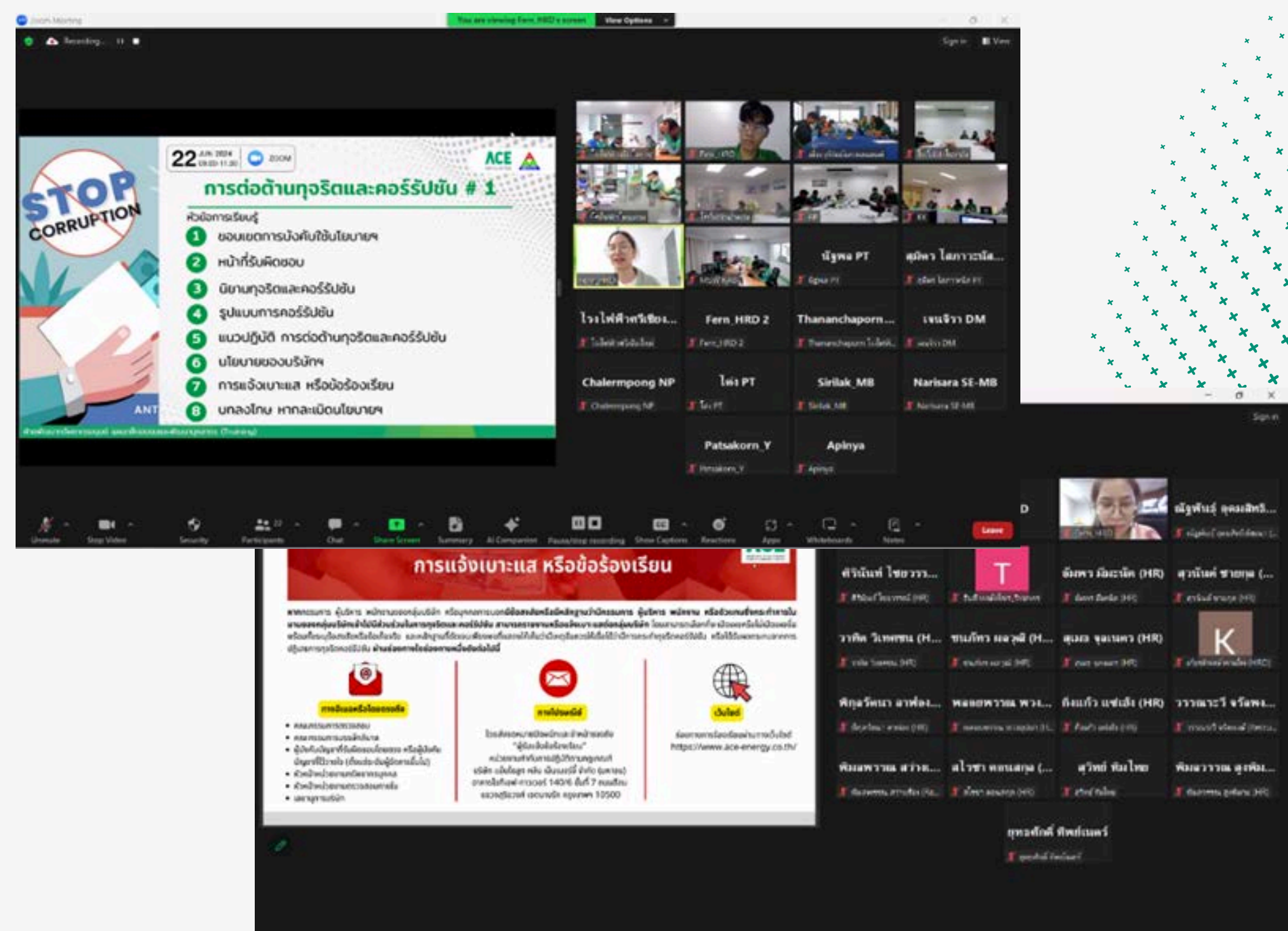
## 1. NEW EMPLOYEE ORIENTATION

To raise awareness and understanding among employees regarding anti-corruption and anti-bribery, by clarifying the regulations, practical guidelines, prohibitions, and penalties.



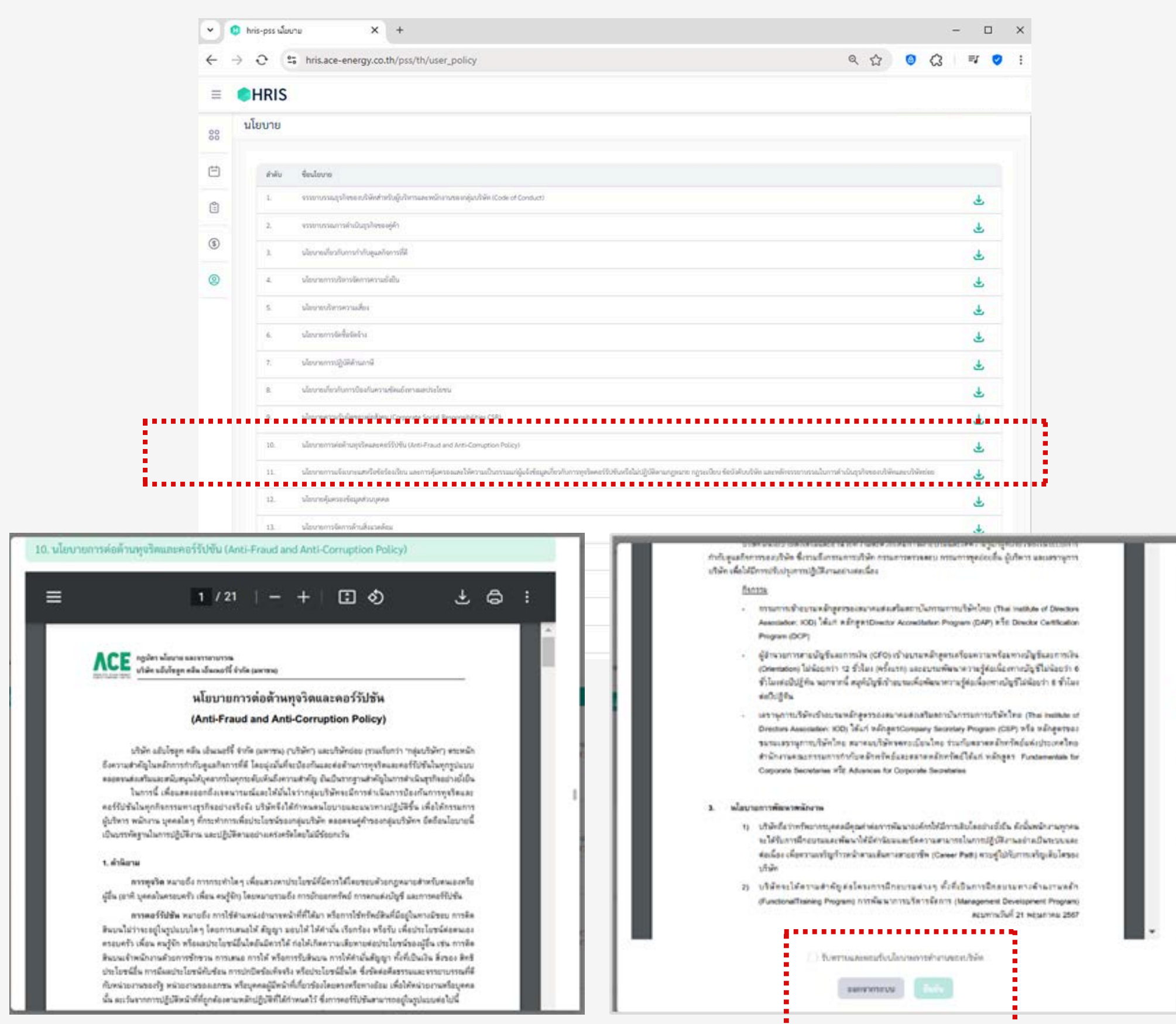
## 2. TRAINING PROGRAM

The company provides an online training course for current executives and employees. This course aims to raise awareness and help employees understand their roles and responsibilities in preventing actions that could potentially lead to fraud or corruption.



## 3. INTERNAL DIGITAL SYSTEM

- **HRIS (Internal system)** : The company has implemented a pop-up feature in the internal system, displaying all organizational policies when users first access the system. This ensures that users read and acknowledge the policies. Additionally, the policies are stored in the system, allowing users to access them at any time.
- **WhatsApp Groups** : The company distributes information regarding the anti-corruption policy to employees through WhatsApp groups, which are the fast and convenient communication channels.



Accept the policies



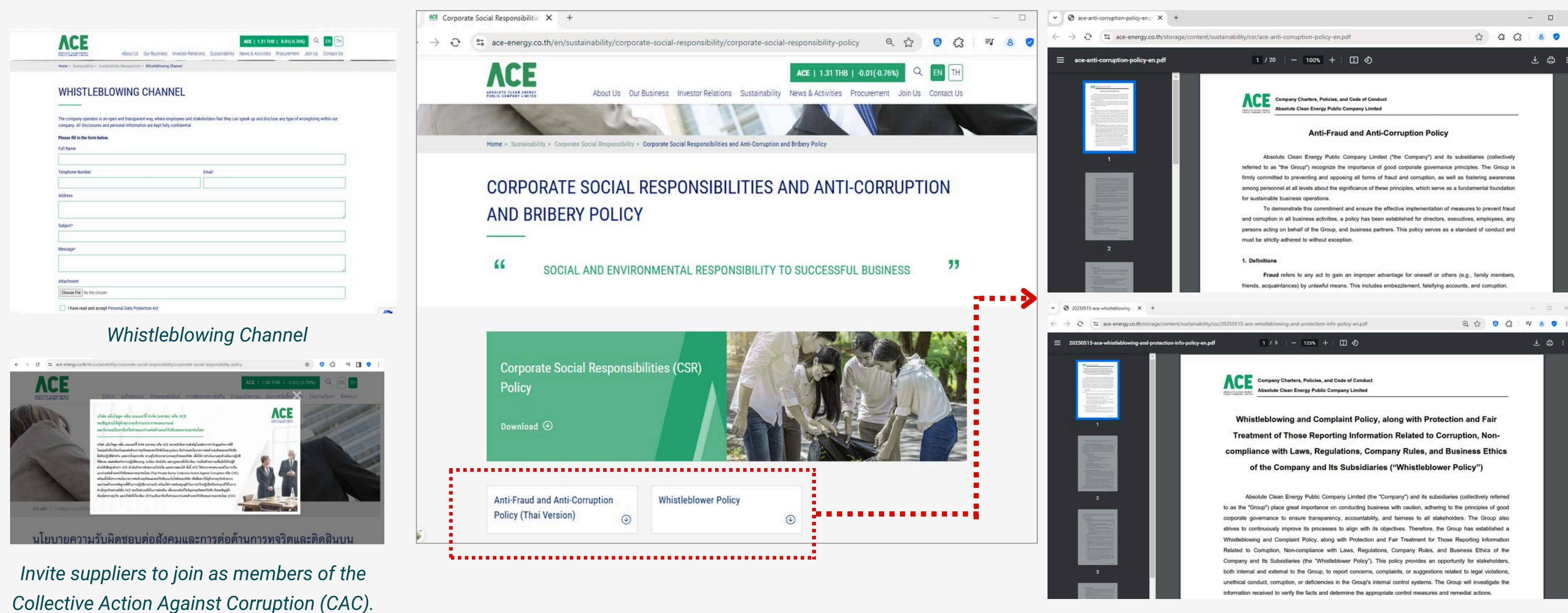
WhatsApp Group



# COMMUNICATION OF ANTI-FRAUD AND ANTI-CORRUPTION POLICY TO STAKEHOLDERS (CONTINUED)

## 4. ACE WEBSITE

The company has published its Anti-Fraud and Anti-Corruption Policy on its official website ([www.ace-energy.co.th](http://www.ace-energy.co.th)) to promote understanding and encourage participation in anti-corruption efforts. Additionally, a Whistleblowing Channel has been established to facilitate the reporting of corruption, illegal acts, non-compliance with company policies, or violations of business ethics. This channel provides both internal and external stakeholders with a convenient and secure platform for submitting complaints or concerns. The company is committed to maintaining the confidentiality of whistleblowers and has implemented measures to ensure their protection.



Invite suppliers to join as members of the Collective Action Against Corruption (CAC).

## 5. FACEBOOK OF THE ACE GROUP

The company uses social media channels to communicate its policy, aiming to expand its reach to both employees and the general public.



## 6. PUBLIC RELATIONS BOARD

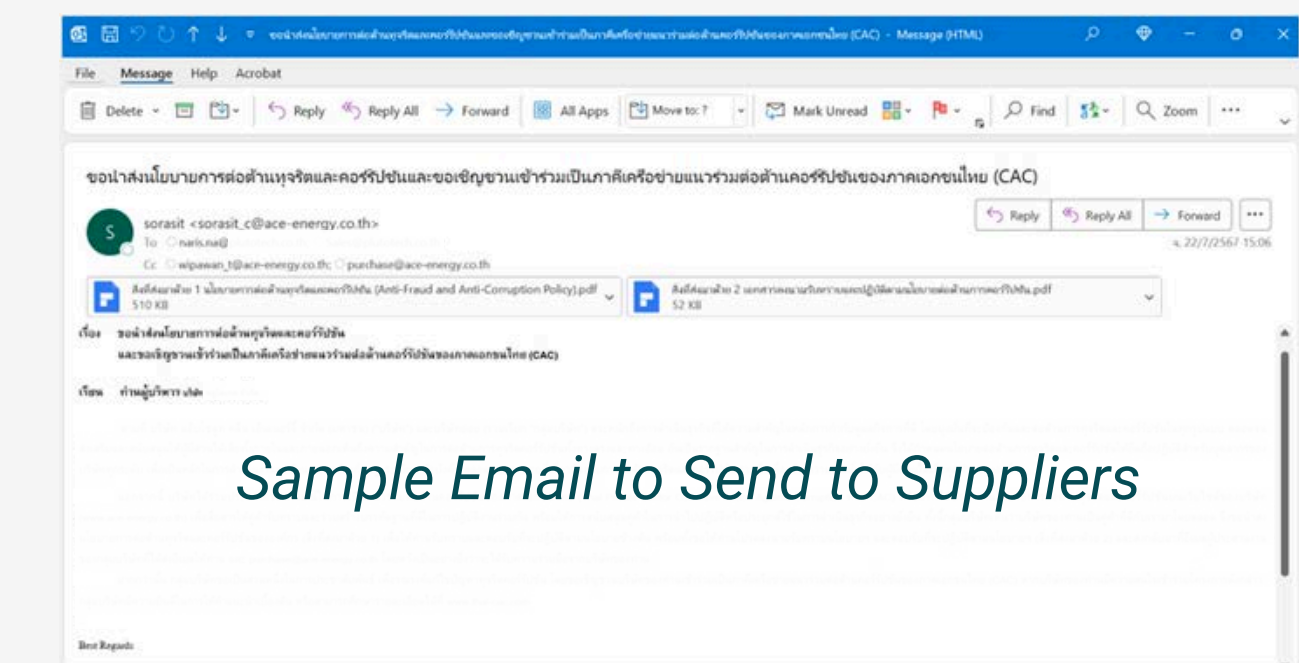
To ensure that all employees, especially those on the front lines who may not have regular access to online channels, are informed, the company has posted its policies on the central announcement board. This ensures that information is accessible to everyone all the times.



The PR board

## 7. EMAIL

The company communicates its anti-fraud and anti-corruption policy to business partners and suppliers to ensure alignment with its established policy.



Sample Email to Send to Suppliers



## HOUSE OF HAPPINESS PROGRAM

The ACE Group places strong emphasis on the well-being of its employees and their families, as well as the surrounding communities. The organization recognizes that creating happiness and a supportive environment contributes not only to employee satisfaction but also to sustainable organizational development. Through the "House of Happiness" initiative, employees are encouraged to participate in organizational growth while simultaneously enhancing their own quality of life.

To ensure meaningful engagement, employees are provided with various platforms to express their opinions and collaborate with management. These include employee surveys, executive-level dialogues and exchanges, and participatory activities aimed at identifying needs and formulating collective solutions. Relevant departments are responsible for systematically recording and analyzing the feedback for continuous improvement. Furthermore, the organization maintains open online communication channels that are accessible daily, fostering a culture of active listening and responsiveness.



## SAMPLE ACTIVITIES UNDER THE PROGRAM



Sharing and Spreading Happiness



Training Course: "Spiritual Practice for Happiness – Think Well, Speak Kindly, Show Compassion"

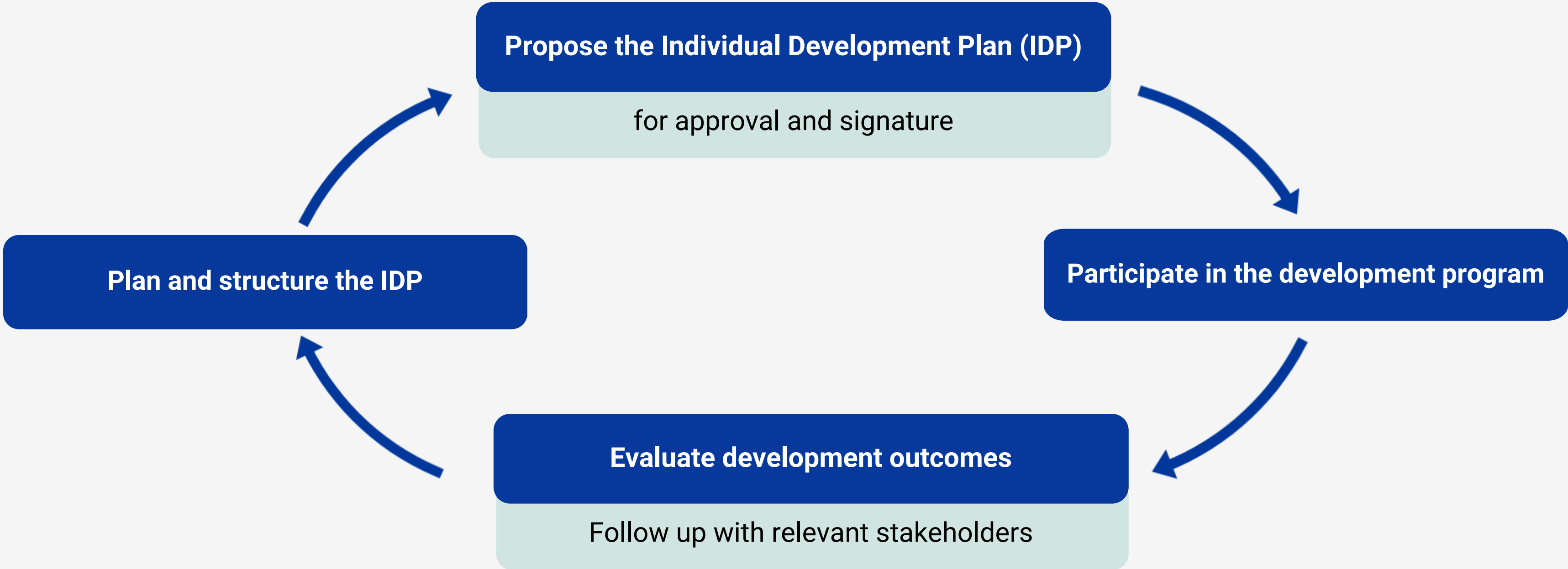


Chanting and Meditation Sessions



## THE RESULTS OF EMPLOYEE PERFORMANCE EVALUATIONS ARE ANALYZED AND USED AS A FOUNDATION FOR DEVELOPING TRAINING AND DEVELOPMENT PROGRAMS.

The ACE Group places significant importance on supporting and developing employees by enhancing their knowledge, skills, and competencies to ensure they remain competitive and proficient in their professions. Recognizing the value of continuous development, KPI targets are set each month and utilized for performance assessments to facilitate timely improvements in work quality and the promotion of knowledge. Additionally, annual performance evaluations are conducted, accompanied by an analysis of competency gaps (GAP Competency) to identify development areas for individuals (IDP/CDP). Relevant departments will determine key development topics to be incorporated into training plans, ensuring alignment with the organization's policies and strategies.



## SAMPLE DOCUMENTS

Summary of monthly employee performance grades.

Name	Position	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
A	Shift Supervisor	C	C	C	A	A	B	A	B	A	B	A	C
B	Shift Supervisor	D	D	D	A	B	B	A	B	A	A	A	C
C	Shift Supervisor	D	D	B	A	C	B	D	B	F	A	D	C
D	Shift Supervisor	D	D	B	A	A	B	D	C	D	F	B	B
E	DCS Controller	C	C	C	A	A	A	A	A	A	A	A	C

Individual Development Plan (IDP) Form										
แผนการพัฒนารายบุคคล										
ชื่อ - นามสกุล : นาย A				รหัสพนักงาน : 00000000				ตำแหน่ง: Shift Supervisor		
หน่วยงาน / ฝ่าย : ผลิต				ใจัดงาน : น้ำพอง						
วันที่เริ่มบันทึก IDP :				ผู้บังคับบัญชาโดยตรง : นาย AAA						
จุดเด่น และจุดที่ควรพัฒนา										
จุดเด่น						จุดที่ควรพัฒนา				
1. ใจดีกับเพื่อนร่วมงาน 2. มีมนุษยสัมพันธ์ดี เข้ากับทีมงานได้ดี 3. ทักษะภาษาอังกฤษดี						1. ทักษะการสื่อสาร ประสานงาน 2. การสอนงานทีม 3. การเป็นหัวหน้างานและบริหารจัดการงาน				
การออกแบบ IDP										
ลำดับ	หัวข้อการพัฒนา	ช่องทางการเรียนรู้และพัฒนา (70:20:10)	รายละเอียดกิจกรรม	ระยะเวลาการดำเนินการกิจกรรม	ตัวชี้วัดความสำเร็จ	ผลการติดตาม		สิ่งต้องการพัฒนา	ความสืบทอดในกิจกรรม (70:20:10)	แผนงานที่จะทำเพื่อให้ก้าวผ่านจุดที่ท้าทาย
		70% Experience การเรียนรู้จากประสบการณ์ 20% Social Learning การเรียนรู้จากผู้อื่น 10% Formal Learning การเรียนรู้แบบทางการ				ก่อน	หลัง			
1	ภาวะผู้นำ	10	ดำเนินการเข้าร่วมการฝึกอบรม	หัวข้อการฝึกอบรมตามกำหนดการ	คะแนนสอบก่อน-หลัง					
2	ทักษะการสอนงาน	10	ดำเนินการเข้าร่วมการฝึกอบรม	หัวข้อการฝึกอบรมตามกำหนดการ	คะแนนสอบก่อน-หลัง					
3	การแก้ปัญหาเฉพาะหน้า กรณีเครื่องจักรมีปัญหา	10	ดำเนินการเข้าร่วมการฝึกอบรม	หัวข้อการฝึกอบรมตามกำหนดการ	คะแนนสอบก่อน-หลัง					
HR ผู้ดูแล ชื่อ-นามสกุล / นามสกุล B ลงลายมือชื่อ / วันที่										




The ACE Group promotes occupational opportunities for the underprivileged, particularly persons with disabilities, as part of its commitment to social equity. This support—through employment and service contracting—helps individuals earn income, achieve stability, and become self-reliant. The Company plays a vital role in supporting this effort through direct employment or service contracting. For instance, hiring persons with disabilities to provide massage services within the workplace offers suitable employment aligned with their abilities while also enhancing employee well-being.

## 1. PROJECT SCOPE AND OBJECTIVES

Occupational Promotion and Quality of Life Development Program for the Underprivileged through Employment and Contracting. This program aims to enhance the quality of life and overall well-being of persons with disabilities and vulnerable groups within the community. It is implemented through creative and tailored approaches that align with the unique abilities of each individual. The specific objectives of the program are as follows:

### 1.1 SCOPE OF EMPLOYMENT FOR THE UNDERPRIVILEGED



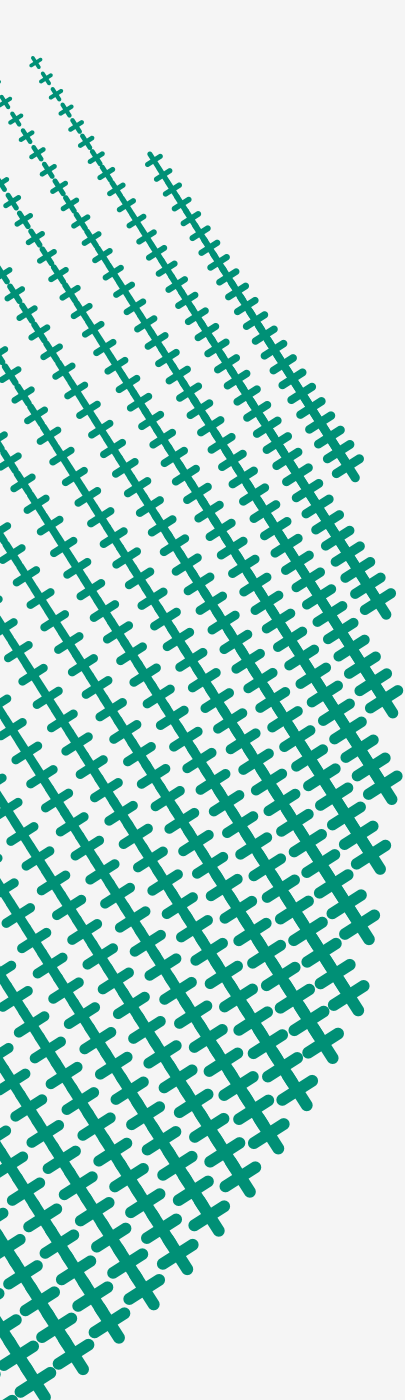
Employment	Outsourcing
<ul style="list-style-type: none"> <li>To increase income and employment opportunities for disadvantaged individuals residing near the company’s operations, such as people with disabilities or vulnerable populations facing challenges in commuting or accessing regular employment.</li> <li>To promote mutual understanding between company employees and persons with disabilities, thereby fostering an inclusive, diverse, and appreciative workplace culture.</li> </ul>	<ul style="list-style-type: none"> <li>To provide suitable employment for persons with disabilities, especially those skilled in traditional Thai massage or therapeutic techniques that can be effectively delivered within the workplace.</li> <li>To encourage creative approaches in employing individuals with disabilities beyond conventional roles—such as offering wellness services like massage therapy, which benefits employee health while engaging people with disabilities in meaningful work.</li> </ul>

## 2. PROJECT OUTCOMES

Summary of Employment and Outsourced Engagement of Persons with Disabilities

### 2.1 EMPLOYMENT IN THE FORM OF FULL-TIME STAFF POSITIONS

In line with the approach to promoting livelihoods and enhancing the quality of life for the underprivileged, the initiative focuses on fostering equality and supporting persons with disabilities in securing stable employment within suitable environments. To this end, four individuals with disabilities have been employed in roles that align with their respective abilities. The outcomes of this initiative can be summarized as follows:



For Persons with Disabilities	For Employees	For the Organization
<ul style="list-style-type: none"> <li>Recruited through a selection process based on individual capabilities and job compatibility.</li> <li>Employed as full-time staff with access to benefits and entitlements according to company policy (e.g., wages compliant with social security standards, leave entitlements).</li> <li>Gained stable monthly income, enabling better financial management and savings, leading to improved self-esteem and confidence.</li> </ul>	<ul style="list-style-type: none"> <li>Employees welcomed and supported their new colleagues with disabilities, fostering a friendly and collaborative work environment.</li> <li>Enhanced workplace learning and collaboration across diverse abilities, particularly in communication and team integration.</li> </ul>	<ul style="list-style-type: none"> <li>Improved corporate image as a diversity-driven and inclusive employer.</li> <li>Full compliance with labor laws and relevant disability employment regulations.</li> <li>The initiative may serve as a model or best practice for other private sector or public institutions seeking to undertake similar programs.</li> </ul>



# OCCUPATIONAL EMPOWERMENT AND QUALITY OF LIFE DEVELOPMENT FOR DISADVANTAGED GROUPS IN 2024 (CONTINUED)

## 2.2 OUTSOURCED SERVICES BY PERSONS WITH DISABILITIES

In 2024, ACE implemented the “On-site Massage Therapy Program”, hiring two individuals with disabilities to provide weekly massage services to employees every Wednesday. The program was conducted a total of 53 times during the year. The outcomes are summarized below:

For Persons with Disabilities	For Employees	For the Organization
<ul style="list-style-type: none"><li>Selected from individuals who had received formal massage therapy training from accredited centers or institutions.</li><li>Contracted to provide Thai massage services once a week, with 4–6 sessions per day.</li><li>Experienced a significant increase in monthly income, which enhanced their quality of life and ability to save.</li></ul>	<ul style="list-style-type: none"><li>Employees reported high satisfaction with the massage services, noting reduced physical fatigue and work-related stress.</li><li>Some employees reported lifestyle improvements due to health advice from the massage therapists, including better rest, increased physical activity, and enhanced wellness awareness.</li></ul>	<ul style="list-style-type: none"><li>Recognized as a socially responsible company promoting long-term sustainability.</li><li>Fostered a warm and inclusive work environment that promotes understanding and empathy toward persons with disabilities.</li></ul>

Photo of Relaxation Massage Activity at the Workplace



## EMPLOYMENT OF INDIVIDUALS WITH DISABILITIES

In 2024, the Group has **hired 6 individuals with disabilities**. Among them, 4 individuals are employed in accordance with the requirements of Section 33, which mandates the employment of persons with disabilities. The other 2 individuals were recruited following the guidelines of Section 35, which entail providing concessions, organizing product distribution locations, offering subcontract work, internships, and extending other forms of assistance instead of full-time employment, without the requirement to contribute monetary funds to the fund for these arrangements.



The ACE Group prioritizes the well-being and quality of life of its employees. The company provides a comprehensive range of welfare benefits to ensure our employees are happy at work, feel a strong sense of belonging, and are ready to grow sustainably with the organization.

## WELFARE FOR ENHANCING A PRODUCTIVE AND HAPPY WORK ENVIRONMENT

- **Flexible Working:** The company provides employees with the opportunity to set flexible working hours (start and finish times) to better suit their lifestyles.
- **Work-Life Balance:** The company promotes work-life balance by adopting measures such as Work from Home (WFH) or remote work for certain positions or situations, such as natural disasters, the COVID-19 pandemic, or individual needs.
- **Employee Engagement Activities:** Activities are organized to strengthen relationships within the organization, such as the ACE Sport Day event.
- **Overtime and Holiday Compensation:** Employees receive compensation for working overtime or on holidays.
- **Special Allowances:** Provided to employees in positions that require specific competencies, such as specialized skills or language proficiency. For example, language allowances (e.g., TOEIC premiums) are granted to employees whose roles require the use of foreign languages.
- **Training and Skill Development Allowances**
- **Notebook and Camera Allowance**
- **Employee Uniforms:** Polo shirts, T-shirts, and workshop shirts are provided.
- **Self-Service Coffee Station**
- **Workplace Stress Management:** The company encourages periodic breaks during work hours to relieve stress, with snacks and beverages provided.



## HEALTH BENEFITS

The company provides health benefits for employees and their families as follows:

- Life insurance
- Annual health check-ups
- Get-well baskets for hospitalized employees

## FINANCIAL BENEFITS

- Mobile phone SIM cards and internet allowance
- Housing assistance allowance
- Loan assistance for various purposes, such as housing loans and interest rate subsidies
- Financial support in the event of the death of an employee or their family member, including funeral hosting fees and wreath expenses.
- Maternity benefits provided to employees to support childbirth-related expenses.
- Marriage allowance granted to employees upon marriage

## POST-RETIREMENT BENEFITS

- Provident Fund
- Severance compensation in accordance with labor laws

## TRAVEL AND ACCOMMODATION BENEFITS

- Travel allowance for personal vehicle use during off-site assignments
- Accommodation allowance for off-site assignments
- Daily allowance for off-site assignments

## HOLIDAY AND LEAVE

- **Annual Holidays**
- **Annual Vacation Leave:** Employees will receive pay equivalent to regular working days during their leave.
- **Sick Leave:** Employees who are unable to work due to illness are entitled to paid sick leave for the actual days of illness, up to a maximum of 30 days per year.
- **Maternity Leave:** Female employees are entitled to maternity leave of up to 98 days per pregnancy, including any holidays occurring during the leave period. They will receive pay equivalent to regular working days for up to 45 days of the leave.
- **Sterilization Leave:** Employees are entitled to leave for sterilization procedures and the necessary recovery period as certified by a licensed medical doctor, and will receive pay for the duration of the certified leave.
- **Personal Leave:** Employees are entitled to personal leave for essential matters that cannot be conducted on holidays or delegated to others, including:
  - Leave to care for parents, children, spouse, or sick relatives
  - Leave to consult a physician or for hospitalization
  - Leave to handle wedding arrangements
  - Leave to attend graduation ceremonies
  - Leave to arrange the funeral of a parent, spouse, or child
  - Leave due to natural disasters or personal emergencies
  - Leave to relocate personal belongings to a new residence
- **Ordination Leave**
- **Dhamma Practice Leave**
- **Military Service Leave**
- **Marriage Leave**
- **Voting Leave**
- **Leave for Training or Skill Development**



The ACE Group recognizes that proper management of working hours has a direct impact on employees' physical health, mental health, and job performance, as well as long-term business sustainability. Therefore, the Company is committed to strictly complying with relevant labor laws and strives to avoid excessive working hours. In addition, the Company has established clear guidelines for managing working hours as follows:

Guidelines	Details
1. Strict Compliance with Labor Law	The Company establishes regular working hours that do not exceed legal requirements. In cases of overtime (OT), employee consent must be obtained and must not exceed the limits permitted by law. Additionally, the company provides no less than one day off per week as a regular weekly holiday.
2. Overtime (OT) work	Overtime work will be considered based on necessity and must be approved in advance from supervisors. This is to prevent excessive working hours. The Company will compensate overtime hours at rates mandated by law. Employees have the right to refuse overtime work due to health reasons or personal obligations without affecting any other rights.
3. Flexible Working	The company promotes work-life balance by adopting measures such as Work from Home (WFH), remote work for certain positions or under specific situations—including natural disasters, the COVID-19 pandemic, or individual needs—as well as providing the fair rest periods and shift rotations for shift work in essential positions.
4. Break Time Management	The Company stipulates that employees are entitled to a break of no less than one hour per day if they work continuously for five hours or more. This aims to reduce stress, prevent fatigue, and enhance work efficiency.
5. Time Attendance System and Verification	The company utilizes an accurate, verifiable, and fair time attendance system to record employees' clock-in and clock-out times. Monthly reports on working hours are compiled and used for human resource management and compensation purposes. Employees can transparently access their own work attendance records.
6. Promotion of Work-Life Balance	The Company encourages employees to fully utilize their annual vacation leave entitlements to ensure they receive adequate rest and to help reduce work-related stress. Additionally, the Company also promotes employees leaving work on time and avoiding unnecessary work outside of regular working hours.





# THE COMPANY'S APPROACH TO ENCOURAGING EMPLOYEES' PARTICIPATION IN VOLUNTEER ACTIVITIES TO BRING HAPPINESS TO THE COMMUNITY

## OBJECTIVE

The organization has established the 'Home of Happiness' project to promote mental health and well-being among employees, as well as to instill values and ethics that can be applied in both personal and professional life. Additionally, the project focuses on spreading happiness to the community through volunteer activities and building strong relationships with the surrounding community. This aligns with the organization's vision of creating well-being at all levels, both within and outside the organization, which forms the foundation for the stable and sustainable growth of the company.



### TARGET GROUP

Employees at all levels, from operational staff to directors.

## GOALS AND OUTCOMES

Fiscal year	2023		2024	
Goals	Number of people	Total hours	Number of people	Total hours
	70	560	200	1,600
Outcomes	58	464	144	1,592
Success ratio	82.86% of the target		72.00% of the headcount/ 99.5% of the target hours	

## THE COMPANY'S APPROACH TO ENCOURAGING EMPLOYEE PARTICIPATION IN VOLUNTEER ACTIVITIES

### Utilizing leave rights to participate in volunteer activities

The company allows employees to use up to 6 working days of leave per year to participate in volunteer activities, while still receiving their regular salary. However, prior notice must be given along with activity details for consideration.

### Exchange of working days with days off

To facilitate employees' participation in volunteer activities held on working days, the company allows employees to exchange working days with days off, subject to supervisor approval, without affecting their responsibilities.

### Recording volunteer activities in the HRIS-PSS system.

Employees participating in volunteer activities can record their information in the HRIS-PSS system to be used for performance evaluation, development, or even for nomination as an outstanding employee in social contribution.

### Considering volunteer activities as part of employee development

The organization views participation in volunteer activities as part of employee development. These activities help enhance skills such as teamwork, leadership, and social responsibility.

### Promoting an organizational culture with a volunteer spirit

The company has a policy to promote a culture of 'giving' and participation in social activities at both the departmental and organizational levels. Volunteer activities are organized to instill values of selflessness and collective development.

Examples of communication the company promotes to encourage employees' participation in volunteer activities.





The ACE Group has announced its Human Rights Policy to promote a culture of respect for and protection of human rights throughout the organization. This policy reflects its commitment to safeguarding human rights while also strengthening the company's sustainable growth. The Group also values the diverse thoughts, skills, and experiences of its personnel as a vital force in driving the organization forward. Therefore, the Company cultivates a respectful work environment where everyone can coexist based on their differences, without discrimination, abuse, or harassment in various forms. The key guidelines are as follows:

## Non-Discrimination

All employees, communities, and business partners are treated equally, without discrimination on the grounds of race, nationality, religion, language, skin color, gender, gender identity, age, educational background, physical condition, or social status.

## Non-Support of Human Rights Violations

The Company prohibits any involvement in activities that violate human rights, whether directly or indirectly, such as the use of child labor, forced labor, or sexual harassment in the workplace.

## Building Organizational Awareness

The Group prioritizes personnel training and education to cultivate a proper understanding of human rights in alignment with the organization's mission.

## Supporting Gender Diversity and Equal Inclusion

The company places importance on respect for diversity and equal coexistence, firmly believing that the differences among its employees—whether in terms of race, culture, personal background, or gender identity—are a powerful force that connects people and drives the organization forward.

## Provision of Complaint Channels and Remedies

The Company provides safe channels for reporting human rights violations. Whistleblowers, complainants, and those who refuse to participate in such violations will be protected from retaliation or mistreatment.

Investigations will be conducted to establish the facts. If misconduct is confirmed, the offender will be subject to disciplinary action and/or legal proceedings. For the affected parties will appropriate remedies measures.

Accordingly, the company accepts and values gender diversity, and encourages all employees to express their authentic selves with pride in a safe, friendly, and respectful work environment. This initiative aims to cultivate an open and supportive culture that enables all employees to work with confidence and reach their full potential.



## Practice Guidelines

### 1 Clear Policies Establishment

The company has established guidelines on equality, non-discrimination, and harassment prevention to serve as a framework for preventing and penalizing any actions that create a disrespectful work environment. In addition, the company has developed an employee handbook that clearly outlines employees' rights, responsibilities, and secure complaint channels, and communicates this information to ensure that all employees are well-informed.

### 2 Training and Awareness Building

The company provides training programs and new employee orientation on diversity, equality, inclusion, and the prevention of sexual harassment in the workplace. These programs aim to educate supervisors to serve as positive role models and handling sensitive situations appropriately, while also providing employees with knowledge about proper conduct and self-protection guidelines in the event of any such incidents.

### 3 Provision on Open and Secure Communication Channels

The confidential and secure channels for complaints and incident reporting are provided. This is to foster a culture of actively listening to feedback, while ensuring protection and confidentiality for employees who report incidents.

### 4 Fair and Transparent Disciplinary Actions

The company has a fair and equitable system for investigating and taking action against misconduct. Disciplinary measures such as warnings, suspension, or termination, will be applied based on the severity of the offense.

### 5 Monitoring and Evaluation

The company regularly evaluates its organizational culture and employee satisfaction to gather feedback and use this information to improve policies or work practices, ensuring they remain appropriate for changing circumstances.



The ACE Group recognizes that providing fair compensation is an essential part of respecting human dignity. Therefore, the company has established relevant guidelines that are consistent with human rights principles as follows:

## 01 Equitable Compensation without discrimination

The company has a policy to provide equitable compensation to all employees without discrimination based on race, nationality, religion, language, skin color, gender, gender identity, age, educational background, physical condition or social status. The company is dedicated to maintain non-discriminatory compensation practices for all.

## 03 Supporting a Living Wage

The company considers wage rates that align with the economic conditions in each locality to ensure that employees and their families receive sufficient income to cover basic living needs, in accordance with the concept of a "Living Wage."

## 05 Statutory Wage Payment

The company places great importance on strict compliance with labor laws. Employees receive fair wages and benefits as mandated by law, such as minimum wage rates, social security, and other entitlements. This ensures that employees have income stability and an appropriate quality of life.

## 02 Compensation Benchmarking

The company regularly reviews and benchmarks its employee compensation against market rates, using data from competitors and industry peers based on comparable job roles and experience levels. This enables the company to offer fair and market-competitive compensation for its employees.

## 04 Internal Equity

The company compares wages between employees in similar positions, job groups, and levels of responsibility to ensure internal fairness and prevent wage disparities that could negatively impact employee morale.

## 06 Skill and Competency-Based Compensation

The company offers compensation above the minimum wage, based on employees' skills, knowledge, abilities, and experience. This approach can enhance employee motivation, support professional skill development, and foster a sense of value in their roles within the organization and society.

## RESPECTING THE RIGHTS OF EMPLOYEES IN ACCORDANCE WITH HUMAN RIGHTS PRINCIPLES AND COMPLYING WITH LABOR LAWS

The Group treats all employees equally, fairly and with appropriate returns, and all employees must have employment contracts where they are informed of employment details such as compensation, working hours, benefits, and other aspects of work until performance evaluation. Disciplinary regulations and termination conditions in accordance with Thailand's labor law are clearly stated in the employment contract, which also protects foreign employees equally.

## SUPPORTING THE FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING RIGHTS

To promote employees' freedom of association and collective bargaining rights, the Group has established Workplace Welfare Committees comprising employee representatives. These committees have clearly defined roles and responsibilities and operate in accordance with established terms and schedules. In addition, the Group monitors compliance with human rights principles by encouraging employee participation in expressing opinions and providing channels for reporting human rights violations arising from its business operations, such as installing complaint boxes in all offices and power plants. The Human Resources Department is responsible for the ongoing monitoring of these mechanisms. All employees have the right to freely form or join groups without discrimination or retaliation. The Group is committed to fostering constructive negotiations between employee representatives and management to jointly develop working conditions that are appropriate, fair, and sustainable.

