

CEO & Deputy CEO Skills 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
1	CEO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Deputy 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:

### 1) 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

### 2) 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.

## Progress of Plan 2022

Indicate strategy or plan, goals or targets, and success and goals' status.

Strategy/Plan	KPI 2022	Status 2022 (Actual 2022)
Financial	Revenue : 25,697 million baht (25%)	Revenue : 27,546 million baht (34%) (2021 : 20,558 million baht)
	Net Profit : 7,115 ล้านบาท (20%)	Net Profit : 7,406 million baht (25%) (2021 : 5,929 million baht)
Return on Assets	EBITDA on total assets : 12%	EBITDA on total assets : 12.2% (2021 : 11.8%)
Internal Process	ESG Rating : ระดับ A (MSCI )	ESG Rating of MSCI at level A.
	CG Score : 5 stars (Thai Institute of Directors and The Stock Exchange of Thailand	CG Score has been rated as 5 stars continuously for 5 years.
	THSI : 5 years of THSI continuous assessment.	This year is the 5 <sup>th</sup> year of THSI assessment.
Customer	<ul style="list-style-type: none"> <li>- Biodiesel business customers' satisfaction is more than 97%.</li> <li>- Renewable energy power plant customers' satisfaction is more than 90%.</li> <li>- Expansion of cooperation with other organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Biodiesel business customers' satisfaction was 97.75%.</li> <li>- Renewable energy power plant customers' satisfaction was 95.94%.</li> <li>- Expansion of cooperation with other organizations in 2022:</li> </ul> <p><b>29 March 2022</b> Energy Mahanakhon Company Limited signed cooperation agreement with Metropolitan Electricity Authority and J.R.W. Utility Public Company Limited to study and develop EV Smart Charging Station Project. They shared and planned to set up high efficiency EV Smart Charging Station in areas appropriated to connect with electricity network system. The preparation would be served electric vehicles and the policy to promote electric vehicle utilization in Thailand. The company is ready to cooperate with all stakeholders to promote the government policy that aims to be the Low Carbon Society.</p> <p><b>7-Apr-22</b> Energy Absolute Public Company Limited signed memorandum of cooperation with Kasetsart University, by faculty of engineering, under the project on research and development of electric vehicle system and battery system aimed to develop innovation research on production system of electric car, electric bus, electric truck, and other electric vehicles, including battery system and related system. The cooperation also aimed to propelling the innovation to national level acceptance to be in the list of Thai innovation account, finding financial resources to support the research project, and providing academic consultation services. The duration of cooperation was 5 years.</p> <p><b>26-Sep-22</b> Energy Absolute Public Company Limited signed cooperation agreement with Computer Forms (Malaysia) Berhad ZCFM) Company to co-investment in electric vehicle business and complete electric vehicle ecosystem in Malaysia. The agreement aimed to co-investment to run electric vehicle market and charging system, and set up ultra-fast charging stations in Malaysia. It is expected to expand electric transportation all over Malaysia through products of EA group, including electric bus, electric boat, electric truck. The cooperation has been not only research, but also further expand production base of all products in Malaysia.</p>
ESG	Safety: No complaint on safety issue.	Safety: No complaint on safety issue.
	Environment : Total non - renewable energy consumption per total renewable energy generated = 0.00589142	Environment : Total non - renewable energy consumption per total renewable energy generated = 0.00671423
Learning & Growth	Being an Energy Innovative Leader at national level receiving at least 2 awards.	<p><b>Best Innovative Company Award 2022 on Lithium Battery Innovation, AMITA Technology (Thailand).</b></p> <p>By: The Stock Exchange of Thailand and Money &amp; Banking Magazine</p> <p>BUSINESS+ PRODUCT INNOVATION AWARDS 2022</p> <p>Automotive group: AMITA Lithium ion battery innovation.</p> <p>By: Business+ Magazine and College of Management Mahidol University</p>