



-Translated Version-

Human Resource Development Policy
Ubon Bio Ethanol Public Company Limited and Its Subsidiaries

This Human Resource Management and Development Policy is established with the commitment to developing the corporate governance system in accordance with good corporate governance principles, best practices, as well as applicable laws, regulations, requirements of governmental authorities, and supervisory agencies. The Policy is intended to serve as a principle and guideline for the management, employees, and related persons of the Company and its subsidiaries.

1. Objectives

- 1.1 To establish a Human Resource Development Policy for Ubon Bio Ethanol Public Company Limited and its subsidiaries to be uniformly implemented.
- 1.2 To serve as a written communication tool for the human resource management and development policy for the personnel of the Company and its subsidiaries in order to ensure mutual understanding.

2. Human Resource Management and Development Policy

The Company recognizes the importance of human resource management and development and has established the following policies:

2.1 Recruitment and Employment

The Company has a policy to recruit and employ personnel based on operational necessity and suitability. Employees recruited and appointed must possess qualifications, experience, and competencies appropriate for the position, and comply with the Company's rules and regulations.

In the event of a vacant position, the Company shall provide opportunities and give priority consideration to existing employees of the Company for such position. If suitable candidates cannot be recruited internally, the Company shall then proceed with external recruitment and employment processes.

2.2 Chain of Command Structure and Organizational Segmentation

The Company establishes a chain of command structure and organizational segmentation with clearly defined scopes of responsibilities for each department and position, appropriate



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to the nature and characteristics of the Company's business operations. Such structure shall be reviewed periodically to ensure suitability with prevailing circumstances.

2.3 Compensation Management

2.3.1 Salary and Wages

The Company manages salaries and wages fairly by taking into consideration various factors, including qualifications, experience, level, position, responsibilities, comparative salary rates of companies with similar characteristics, labor market wage rates within the country, and the Company's operational necessities.

2.3.2 Other Compensation

The Company shall provide additional compensation for work performed beyond normal duties, such as overtime pay, holiday pay, shift allowances, standby duty allowances, emergency duty allowances, as appropriate. The Company shall also provide allowances for expenses incurred from assignments outside regular work locations, both domestically and internationally, such as travel allowances and accommodation expenses.

2.4 Employee Welfare

The Company has a policy to ensure that employees maintain good health in order to perform their duties efficiently. The Company also aims to alleviate employees' living expenses by providing medical welfare benefits, nursing rooms, drinking water service points, and other welfare benefits. The Company shall benchmark employee welfare benefits against those provided within similar or related industries, as well as those prescribed by law.

2.5 Working Environment

The Company has a policy to promote employee happiness and maintain a safe working environment. Accordingly, the Company provides suitable workplaces, equipment, tools, and uniforms appropriate to the nature of the work to ensure safe operations.

In addition, the Company provides various facilities for employees, such as parking areas, first-aid kits at workstations, and organized workspaces with proper arrangements.

2.6 Employee Development

The Company has a policy to promote employee development in terms of knowledge, skills, and work-related attitudes in accordance with the competencies required for each position.

The Company provides various development approaches, including training and seminars conducted by qualified external experts, training by experienced internal personnel, coaching

by supervisors, on-the-job training, study visits, knowledge sharing among colleagues, and collaborative learning between executives and employees in accordance with the Learning Organization approach. In addition, the Company has improved work processes in each department to enhance operational flexibility and efficiency and has allocated employees to positions that best match their knowledge and expertise.

To ensure that the Human Resource Development Policy remains current, appropriate to circumstances, practices, changes, and relevant regulations, the Company shall regularly review this Policy or revise it as deemed appropriate.

Reviewed and announced on 24 February 2026.

-Signed-

(Mr. Palakorn Suwanrath)

Chairman of the Board of Directors

Ubon Bio Ethanol Public Company Limited