



-Translated Version-

Succession Planning Policy

Ubon Bio Ethanol Public Company Limited and Its Subsidiaries

Sustainable organizational success and development depend primarily on valuable human resources and their continuous development. Another important aspect recognized by the Company is succession planning, which aims to prepare high-potential personnel to be ready to assume key positions in replacement of vacant roles and to undertake important management responsibilities in implementing the business plan efficiently and continuously. Therefore, the Company has established a policy requiring the Organization Development Department to prepare a Succession Plan and propose it to the Board of Directors for consideration, with the following objectives, regulations, and implementation guidelines:

1. Objectives

- 1.1 To ensure that Ubon Bio Ethanol Public Company Limited and its subsidiaries have a succession planning process for executives and key positions in order to identify, assess, and develop the capabilities of successors necessary to achieve the Company's business plan objectives.
- 1.2 To establish a continuous and systematic succession planning process that develops personnel capabilities in preparation for business growth.
- 1.3 To help reduce risks arising from shortages of personnel in key positions.

2. Regulations and Guidelines for Succession Planning

The regulations and guidelines for selecting personnel to assume key executive positions of the Company shall be conducted appropriately and transparently to ensure that the Company obtains executives with professional qualifications, skills, experience, and competencies, as follows:

2.1 Chief Executive Officer and President (CEO) Level

In the event that the position of Chief Executive Officer and President (CEO) becomes vacant or the incumbent is unable to perform duties, the Company shall appoint an executive at an equivalent or deputy level to act in such position until the recruitment and selection process of a qualified candidate in accordance with the Company's criteria is completed. The Nomination and Remuneration Committee shall be responsible for recruiting and selecting candidates with qualifications appropriate to the Company's criteria. Such candidate must possess vision, knowledge, capability, experience, and suitability with the organizational



บริษัท อูบอ ไบโ อีทานอล จำกัด (มหาชน)
UBON BIO ETHANOL PUBLIC COMPANY LIMITED

333 หมู่ 9 ตำบลนาดี อำเภอนาฮี จังหวัดอุบลราชธานี 34160
333, Moo 9, Na Di Sub-district, Na Yia District, Ubon Ratchathani Province 34160
Tel : +66 4525 2777
www.ubonbioethanol.com

culture. The selected candidate shall then be proposed to the Board of Directors for consideration and approval of appointment, as well as future succession planning.

2.2 Deputy Managing Director, Assistant Managing Director, and Department Manager Levels

In the event that a senior executive position becomes vacant or the incumbent is unable to perform duties, the Company shall propose a selected successor to the Board of Directors for positions at the Deputy Managing Director level. For positions below the Deputy Managing Director level, the process shall be in accordance with the criteria and procedures prescribed by the Company. The succession planning process for executive positions shall require candidates to possess fundamental qualifications and comprehensive competencies expected of executives, including:

- **Goal Setting and Decision-Making Capability**

Executives must be capable of setting goals for their departments or organizations and making decisions while taking responsibility for such decisions based on careful analysis and sufficient information.

- **Capability to Understand Facts**

A deep understanding of actual facts forms the basis for comprehending realities and problem situations in order to identify appropriate and practical solutions based on factual causes and effects. Executives should not rely solely on second-hand information but must understand actual data and directly experience issues in detail.

- **Communication and Information-Sharing Capability**

Individual learning alone limits knowledge. Communication and exchange among executives, between executives and subordinates, or with external parties and specialists from governmental, private, educational, and research sectors enhance broad access to information and promote diverse and comprehensive perspectives while keeping pace with changing situations.

- **Capability to Analyze Key Issues**

Modern executives must be able to analyze and distinguish core issues, observe and carefully consider matters rationally, identify strengths and weaknesses, and provide fair and practical solutions and recommendations.

- **Capability to Drive Execution**

Sustainable change and development can only occur through serious implementation. Executives therefore play an important role in motivating and leading

practical implementation, including transferring knowledge and practices to future executives to ensure sustainable development.

- **Capability to Develop Future Successors**

This involves passing on development ideals and practices from generation to generation to ensure continuity and sustainable organizational development.

2.3 Development Plan for Successors

Successors shall be developed in accordance with established plans through the following approaches:

Leadership development programs designed to prepare employees for executive positions are intended to enhance personnel competencies and effectiveness through both knowledge enhancement and development of essential executive skills. Executives from all business functions shall select employees with high potential and readiness for development to replace executive-level personnel and support organizational changes in alignment with the Company's business direction. Such programs shall be organized annually, one class per year.

Job Assignments

- Assigning responsibilities as executives in important projects or missions of the Group.
- Assigning responsibilities to initiate new departments or projects requiring advanced leadership skills to achieve objectives and build relationships with internal and external organizations.

Training

- Case-Based Learning through various case studies to analyze and synthesize visions, problem-solving approaches, success factors, and lessons learned from failures, including lectures delivered by executives based on their work and training experiences.
- Participation in training programs necessary for specific positions, including external training programs outside the Group.

Individual Development Plan (IDP)

- Preparing Individual Development Plans jointly with executives through development processes, practical assignments, and coaching via individual assignments, including leadership assessments conducted by both the individual and executives

to identify areas requiring improvement and enhancement, thereby strengthening confidence in personality and executive competencies.

To ensure that the Succession Planning Policy remains current and appropriate to prevailing circumstances and changes, the Company shall regularly review the Policy or revise it as appropriate, subject to approval by the Board of Directors only.

Reviewed and announced on 24 February 2026.

-Signed-

(Mr. Palakorn Suwanrath)

Chairman of the Board of Directors

Ubon Bio Ethanol Public Company Limited