

(3) Development of Directors

Orientation of New Directors

The orientation which is provided to the Company's new directors consists of:

1) Presentation by the Chief Executive Officer and executives: This briefing involves the nature and operational guidelines of the business, knowledge, and techniques in regard to the petroleum exploration and production business and new business of the PTTEP Group, relevant rules and regulations, Good Corporate Governance and Business Ethics (CG&BE), and essential information for the directors to perform the duties with efficiency.

2) Director Manual: This contains essential information, including the strategic plan, relevant rules and regulations, and the CG&BE covering Human Rights, Measures to prevent the use of inside information, Conflicts of Interest, and Anti-Fraud and Corruption, etc., which will be beneficial for the directors to perform the duties. The Manual is regularly reviewed and updated for the directors to use as a reference.

3) Operational Sites Visit: New directors visit operational sites of the PTTEP Group to enrich their understanding of the Company's operations and optimize their knowledge and experience for the benefit of the Company.

At the end of each orientation, new directors will evaluate the effectiveness of the orientation for further improvement. The director who is elected to be the Chairman and a member of a sub-committee is also required to attend an extra session and subsequently be informed of the important subjects relating to the additional new role, including performing the duties of

the Chairman and a member of a sub-committee as well as conducting and leading meetings of the Company's directors and shareholders.

Development and Trainings of Directors

PTTEP's directors are knowledgeable; however, they are ambitious to learn and understand more about the business and their duties as directors. PTTEP encourages every director to acquire further knowledge through training organized by the Thai Institute of Directors Association (IOD) and other leading organizations as well as attending seminars and business visits to enhance the ability to perform their duties. To continuously provide knowledge and share opinions with the directors, the Company's management delivers lectures and exchange opinions with the Board. In 2022, the Company's management arranged sessions on "Strategy Review" and "Strategic Retreat" for all directors to promote understanding on implementation of our strategy in suitable manner with economic conditions and ongoing changes. PTTEP also provided continuous support to our directors for attendance of external events such as training, meeting, and seminar that were beneficial to perform the role PTTEP's directors. Details are as follows.

Directors	Courses
1) Mr. Krairit Euchukanonchai	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - Offshore Technology Conference Asia 2022 (OTC Asia 2022)
2) Admiral Tanarat Ubol	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022)
3) Lieutenant General Nimit Suwannarat	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Introduction to Carbon Credit Market
4) Mr. Pitipan Teparthimargorn	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - Introduction to Carbon Credit Market
5) Mr. Bundhit Eua-arporn	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Director Briefing "What Director should know about Quantum" by IOD - Introduction to Carbon Credit Market

Directors	Courses
	<ul style="list-style-type: none"> - Requirement for Global Carbon Market, Blue Carbon as part of GHG offsetting, Regenerative Agriculture and Forestation
6) Ms. PENCHUN JARIKASEM	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - Director Briefing "What Director should know about Quantum" by IOD
7) Mr. Patchara Anuntasilpa	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights
8) Mr. Dechapiwat Na Songkhla	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat
9) Mrs. Angkarat Priebjivat	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - IOD National Director Conference 2022 - Requirement for Global Carbon Market, Blue Carbon as part of GHG offsetting, Regenerative Agriculture and Forestation
10) Mr. Auttapol Rerkpiboon	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat
11) Mr. Veerathai Santiprabhob	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - Introduction to Carbon Credit Market - Requirement for Global Carbon Market, Blue Carbon as part of GHG offsetting, Regenerative Agriculture and Forestation
12) Mr. Wattanapong Kurovat	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Requirement for Global Carbon Market, Blue Carbon as part of GHG offsetting, Regenerative Agriculture and Forestation

Directors	Courses
13) Mr. Teerapong Wongsiwawilas	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights
14) Mr. Montri Rawanchaikul	<ul style="list-style-type: none"> - Internal Lecture and Discussion Session on 2023 Strategy Review - Internal Lecture and Discussion Session on 2023 Strategic Retreat - Offshore Northern Seas Conference 2022 (ONS 2022) - CCS Project Overview by Northern Lights - Abu Dhabi International Petroleum Exhibition and Conference 2022 (ADIPEC 2022) - Offshore Technology Conference Asia 2022 (OTC Asia 2022)

As of December 31, 2022, the Company had 14 directors in total. 12 of the Company's directors (86% of the total number) have participated in IOD's Director Certification Program (DCP), while 4 of the Company's directors (29% of the total number) have attended the IOD's Director Accreditation Program (DAP). In addition, the Company regularly provided them with information on new and useful seminars and trainings. The details of the training courses attended by the directors are disclosed in Attachment 1 "Information of the Board of Directors, Management, Controlling Persons, and Corporate Secretary".