Succession planning policy

The Board of Directors recognizes the importance of continuous efficient operation and ensuring the company has professional management. Therefore, it has established policies and guidelines for the succession of the Chief Executive Officer and other senior executives as follows:

Objective

1. To continuously assess the readiness of the organization's workforce, ensuring it has the necessary qualifications and skills.
2. This allows for proactive recruitment and selection planning, focusing on recruiting and developing high-potential personnel from within the organization in managerial positions and above, as well as external candidates.
3. To plan for replacement and succession for positions vacated by retirement.
4. To reduce the loss of knowledgeable, skilled, and experienced personnel.
5. To motivate and retain talented and high-potential employees, to plan for succession and replacement, and to provide opportunities for development and promotion to higher positions.

Rules and regulations

1. Executive Chairman / Managing Director

When the position of Chief Executive Officer/Managing Director becomes vacant, or the incumbent is unable to perform their duties, the company will have a system in place for a similar or lower-level executive to act as interim manager until a qualified individual is selected based on the company's established criteria. This individual must possess the necessary vision, knowledge, skills, experience, and a good fit with the company culture, as determined by the selection committee. And the remuneration amount will be determined by the recruiter, who will then present the proposal to the company's board of directors for consideration and approval of the appointment of a suitable candidate to fill the position.

Basic qualifications for a Chief Executive Officer / Managing Director.

1. At least a bachelor's degree.
2. Experienced in management positions, specifically Deputy Managing Director or higher.
3. They possess leadership qualities and a broad vision.
4. Possesses skills in strategic planning and organizational management.
5. Decisions and problems are made with prudence and careful consideration, taking into account the best interests of the organization.

2. **Executive level**

When a management position, from manager upwards, becomes vacant or the incumbent is unable to perform their duties, the company will propose a selected successor to the board of directors. The company's executive succession planning process is as follows:

2.1 Analyze the company's business situation in terms of strategy, policy, investment plans, and expansion plans.

2.2 Assess the readiness of the workforce in alignment with the company's short-term and long-term strategies.

2.3 Create a recruitment and training plan in advance, before employees retire or leave their positions prematurely.

2.4 Define the qualifications, knowledge, skills, personality, and attitudes of employees in each position, and create individual development plans.

2.5 Select, evaluate performance, and assess the potential of employees to determine their suitability.

2.6 Identify successors based on an assessment and analysis of employee potential and performance. Employees will be notified in advance to prepare for and learn the new job, and alternative successors will be designated.

2.7 Develop and evaluate potential successors to determine their actual potential for development and performance as expected. If expectations are not met, take the following actions:

2.7.1. Conduct a selection and succession planning process, or...

2.7.2. Develop a successor (if any) or

2.7.3. Recruitment and selection from external candidates.

When a successor meets the qualifications for a higher-level position, and a vacancy arises or a new, higher-level position is created, a promotion proposal should be submitted to the Executive Committee and/ or approved by the Board of Directors.

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(General Somthat Attanand))

Chairman of the Board of Directors

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