

## Succession Plan

Siam Global House Public Company Limited ("the Company") places great importance on sustainable corporate governance. Therefore, the Board of Directors has established a Succession Plan policy to prepare personnel for taking on significant management positions or key roles that may become vacant in the future in an appropriate and transparent manner, aligning with the company's strategic management direction.

### 1. Objective

- 1.1 To reduce risks or impacts from lack of continuity in management.
- 1.2 To enable proactive planning for the recruitment and selection of personnel in advance. By planning the recruitment and development of potential internal personnel or hiring external personnel.
- 1.3 To plan for the replacement and succession of significant or key positions that become vacant due to retirement, resignation, or other reasons, including managing personnel or positions that are highly sought after in the market.
- 1.4 To motivate and retain skilled and capable personnel by providing opportunities for development and advancement to higher positions.

### 2. Succession Plan Criteria

The company has criteria and procedures for selecting personnel for significant management positions in a suitable and transparent manner. This ensures that the company acquires executives who possess the qualifications, skills, experience, and professional capabilities. The selection is conducted through the Nomination and Remuneration Committee according to the employee levels as follows:

#### 2.1 Chief Executive Officer (CEO)

- The management team will be responsible for developing a succession plan for the Chief Executive Officer level, to be presented to the Nomination and Remuneration Committee for consideration in the selection process. Subsequently, it will be presented to the Board of Directors for approval of the appointment to the position.
- When a position at the executive level becomes vacant due to retirement, resignation, or other reasons, the company will appoint an executive at the vice president level to act as an interim executive until a suitable candidate is recruited and selected based on the established criteria.

#### Basic qualifications of the Chief Executive Officer:

- Education at least at the bachelor's degree level and experience in management in a regular management position.
- Have knowledge, abilities, and experience in business management that align with the company's operations, including specialized expertise or necessary skills such as retail, logistics, and technology, among others.
- Have the ability to integrate various departments of the organization towards strategic success. This includes the capability to strategize both in the short and long term, make decisions with prudence, thoroughness, and consideration for the maximum benefit of the organization.
- Have leadership qualities, a broad vision, integrity, ethics, and a positive attitude towards the company.

- Have a transparent work history without any prohibitive characteristics as specified by the Securities and Exchange Commission regulations, have never been convicted of criminal offenses, and have no legal prohibitions.

## 2.2 Executive Levels from Assistant to Chief Executive Officer to Vice Chief Executive Officer level.

- The executive is responsible for developing succession plans for executive positions from Assistant to Chief Executive Officer to Vice Chief Executive Officer level. When such positions become vacant due to retirement, resignation, or other reasons where the incumbent cannot perform their duties, the management department will propose a list of candidates who have passed the selection criteria for consideration and appointment by the executives committee.

### Basic qualifications of the Executive Levels from Assistant to Chief Executive Officer to Vice Chief Executive Officer level.

- Education at least at the bachelor's degree level and experience in management positions, preferably at the level of department director or higher.
- Have leadership qualities, a broad vision, integrity, ethics, and a positive attitude towards the company.
- Have the ability to assess the readiness of personnel in the department to align with the company's strategy in both the short and long term.
- Have the ability to make decisions and solve problems with prudence, thoroughness, and consideration for the maximum benefit of the organization.

## 3. The succession planning process for senior executive positions in the company follows these steps:

- 3.1 Analyze the company's business situation in terms of strategy, policies, and business expansion plans.
- 3.2 Evaluate the readiness of manpower to align with the strategy, both in the short and long term.
- 3.3 Identify at least two successors based on assessment and analysis of employees' potential and performance. The superiors will present these successors to the Board of Directors and/or the Nomination and Remuneration Committee, notifying the employees in advance individually. This is to prepare them to assume increased responsibilities in the position, along with planning for learning and development, enhancing capabilities, and acknowledging assessment criteria.
- 3.4 Establish a succession plan and/or recruitment process and employee training and development in advance before employees retire, resign prematurely, or for any other reasons. This development process should enhance the employees' capabilities to accommodate business growth and increased responsibilities. Additionally, it should involve transferring skills and knowledge to successors through methods such as;
  - On the Job Training
  - Learning through coaching and counselling
  - Learning through Training, conduct internal and external training for employees and management at all levels according to the development plan.
- 3.5 Select, evaluate the performance, and assess the potential of employees suitable to be



candidate successors for analysis. Employees must have performance indicator scores and Competency Assessment at a level of "good" or above.

- Assessment Level

Level	Score range
Excellent	90-100
<b>Good</b>	<b>80-89</b>
Neutral	60-79
Fair	50-59
Improve	0-49

- Summarize the annual performance and assigned improvements made to be presented to the Nomination and Remuneration Committee and/or the Board of Directors for review and evaluation. This includes assessing and evaluating the progress of succession plans, with progress reports submitted to the Board of Directors at least once a year.

3.6 Develop and evaluate employees who are suitable to be successors, ensuring their potential for growth and ability to deliver as expected. In case expectations are not met, take the following actions:

- Conduct selection and succession planning for new positions or
- Develop successor candidates for replacement or
- Recruit and select suitable individuals from external personnel

When the successor possesses all the qualifications required for the higher-responsibility position and there is a vacant position available or a new higher-level position, propose a promotion and acting appointment. This proposal should be approved by the Chief Executive Officer and/or the Board of Directors.

This policy was approved by the company's board of directors meeting No. 6/2023 on December 18, 2023.



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Chairman of the Board of Director