

Succession Planning and Career Development Policy

1. Principles and Rationale

The Company has established a proactive workforce preparedness policy to prevent potential shortages in key positions within the organization in the future. This is achieved through the development of a Succession Plan to ensure continuity in operations and organizational management. The process begins with executive-level positions as a priority, in order to prepare both workforce capacity and the capability of personnel to effectively assume critical roles in alignment with organizational objectives and to support the Company's sustainable growth.

Definition of Succession Planning

Succession planning is the process of identifying and preparing high-potential employees (talent) within the organization to assume key positions when such positions become vacant due to retirement, end of term, resignation, or other reasons. This ensures continuity and efficiency in operations and management through a structured personnel development process.

2. Objectives of Succession Planning

- (1) To ensure continuity in operations and organizational management;
- (2) To prepare workforce capacity and mitigate the impact of shortages in key positions within the organization
- (3) To prepare personnel in terms of knowledge, skills, and capabilities required to assume key positions within the organization.

3. Key Steps in Succession Planning

- (1) Develop the Plan: The Human Resources Department prepares the plan and submits it to the Executive Committee.
- (2) Identify Key Positions: The Human Resources Department, together with the Executive Committee, identifies key positions, starting with executive-level positions.
- (3) Define Required Qualifications and Competencies: The Human Resources Department, in collaboration with line management, defines the required qualifications and competencies for each position, based on job descriptions and organizational expectations.
- (4) Establish Criteria for Selecting Internal Candidates: The Human Resources Department, together with the Executive Committee, determines the criteria for selecting qualified internal candidates to enter the successor selection process.
- (5) Determine Assessment and Selection Tools for Successors: The Human Resources Department, together with the Executive Committee, identifies appropriate tools for assessing and selecting candidates suitable to become successors for each position.
- (6) Prepare Summary Data: The Human Resources Department identifies candidates from the employee database based on the defined criteria and prepares a summary report for submission to the Executive Committee through the Chief Executive Officer (CEO).

(7) Assess Competence and Potential of Candidates: The Human Resources Department, together with line management, evaluates the competence and potential of candidates based on:

(7.1) Annual performance appraisal

(7.2) Competency assessment

(8) Develop Individual Development Plans (IDP): Line management prepares Individual Development Plans (IDPs) for each candidate, specifying training programs required to enhance skills, knowledge, and capabilities in line with the defined qualifications and competencies for each position, including development methods and timelines, with guidance from the Human Resources Department.

(9) Implement Development and Monitor Progress: Line management, together with the Human Resources Department, conducts training and development in accordance with the plan. The Human Resources Department monitors progress and provides guidance to ensure that the succession development process meets its objectives.

(10) Evaluate and Select Successors

(10.1) Upon completion of all development programs, the Human Resources Department prepares a comprehensive report (including test scores or results, if applicable) and submits it to the Executive Committee through the Chief Executive Officer (CEO).

(10.2) The Executive Committee selects successors for each position in accordance with the established criteria.

4. Positions Subject to Succession Planning

The Company has a policy to establish succession plans for executive-level positions as follows:

- (1) Chief Executive Officer
- (2) Deputy Chief Executive Officer
- (3) Chief Operating Officer
- (4) Chief Financial Officer
- (5) Vice President Corporate Support Group
- (6) Vice President Project Group

5. Key Competencies Required for Target Positions

- (1) Core Competency
 - Integrity and honesty
 - Result-oriented mindset
 - Adaptability to change
 - Innovation and creativity
 - Speed with quality
 - Teamwork
- (2) Leadership Competency
 - Strategic Focus
 - Dedication, accountability, agility, and entrepreneurial mindset (Ornsirin Entrepreneurial)
 - Analyze & Decide

- Build and Share Vision
 - Achieve Result through Team
 - Create Internal and External Partnership
- (3) Functional competency
- Planning and Organizing
 - People Management
 - Problem Solving and Decision Making
 - Change Management
 - Drive Performance
 - Cross - Function Collaboration
- (4) Knowledge and Skills
- Business Process
 - Strategic Planning
 - Action Plan and Project Management
 - Budgeting
 - Human Resources and Organization Management
 - Marketing and Sales Management
 - Computer Skills
 - English Skills

6. Succession Planning Guidelines

Key Positions	Knowledge	Qualification & Experience	Functional Competency
Chief Executive Officer	<p>1. Define the Company's policies and overall management direction.</p> <p>2. Formulate strategic plans and oversee overall business performance to achieve targets and create value for stakeholders.</p> <p>3. Possess knowledge, understanding, and experience in real estate-related businesses and relevant legal aspects.</p> <p>4. Demonstrate strong leadership with the ability to build effective teams and collaborate across the organization.</p>	<p>1. Minimum of a Master's degree in Business Administration, Economics, Marketing, or related fields.</p> <p>2. At least 15 years of total work experience, with a minimum of 5 years in a senior executive position.</p>	<p>1. Visioning</p> <p>2. Organizing</p> <p>3. The ability to motivate others</p> <p>4. The ability to build teamwork</p> <p>5. Sustainable Development Organization</p> <p>6. Critical thinking</p> <p>7. Judgement and Decision making</p>

Key Positions	Knowledge	Qualification & Experience	Functional Competency
Deputy Chief Executive Officer	<ol style="list-style-type: none"> 1. Define policies and management direction for operations, business development, sales, and marketing functions. 2. Formulate strategies and oversee overall performance of operations, business development, sales, and marketing to achieve targets. 3. Possess knowledge, understanding, and experience in real estate-related businesses and relevant legal aspects. 4. Demonstrate leadership and the ability to build effective teams and collaborate across the organization. 	<ol style="list-style-type: none"> 1. Bachelor's degree in Business Administration, Economics, Marketing, or related fields. 2. Master's degree in Business Administration, Economics, Marketing, or related fields. 3. At least 10 years of total work experience, with a minimum of 5 years in a senior executive position. 	<ol style="list-style-type: none"> 1. Visioning 2. Organizing 3. The ability to motivate others 4. The ability to build teamwork 5. Sustainable Development Organization 6. Critical thinking 7. Judgement and Decision making
Chief Operating Officer	Oversee, design, implement, and improve systems used in construction project management or real estate operations.	<ol style="list-style-type: none"> 1. Minimum of a Master's degree in Business Administration, Economics, Marketing, or related fields. 2. At least 10 years of total work experience, with a minimum of 5 years in an executive position. 3. Professional Engineering License. 4. Strong leadership with the ability to build effective teams and collaborate across the organization. 	<ol style="list-style-type: none"> 1. Engineering Knowledge 2. The ability to motivate others 3. The ability to build teamwork 4. Conflict management and Negotiation skill 5. Critical thinking

Key Positions	Knowledge	Qualification & Experience	Functional Competency
Chief Financial Officer	<ol style="list-style-type: none"> 1. Manage financial risks, budget planning, and investments, including analysis of financial and investment costs in alignment with the Company's policies and objectives. 2. Possess knowledge of tax laws and accounting for real estate businesses in accordance with Publicly Accountable Entities (PAEs) standards. 3. Oversee financial management, sourcing of funding, and investment planning to enhance profitability, as well as manage interest expenses efficiently and allocate funds strategically. 4. Serve as an advisor to all relevant functions on financial matters, asset management, budget planning, and cost control. 	<ol style="list-style-type: none"> 1. Minimum of a Master's degree in Finance, Accounting, Economics, or related fields. 2. At least 12 years of total work experience, with experience in an executive position. 3. Certified Public Accountant (CPA) 	<ol style="list-style-type: none"> 1. Analytical and systematic thinking 2. Ability to build teamwork 3. Risk management capability 4. Leadership and communication skills
Vice President Corporate Support Group	<ol style="list-style-type: none"> 1. Oversee corporate support functions, including procurement, legal and corporate affairs, after-sales services, human resources, and administration. 2. Possess knowledge and understanding of regulations related to land allocation and juristic entities in accordance with government requirements. 3. Demonstrate leadership and the ability to build effective teams and collaborate across the organization. 	<ol style="list-style-type: none"> 1. Minimum of a Bachelor's degree in Business Administration or related fields. 2. At least 10 years of total work experience, with a minimum of 5 years in an executive position. 	<ol style="list-style-type: none"> 1. Planning corporate support functions, including procurement, legal, corporate affairs, after-sales services, human resources, and administration 2. Defining strategies for managing corporate support functions 3. Managing risks within the corporate support group 4. Supervising and controlling corporate support functions

Key Positions	Knowledge	Qualification & Experience	Functional Competency
Vice President Project Group	<ol style="list-style-type: none"> 1. Possess knowledge in project management and construction control in compliance with government regulations, including project planning, budgeting, personnel management, land allocation, and land laws. 2. Apply engineering principles and management practices in project execution. 3. Manage construction budgets and conduct project feasibility studies. 4. Demonstrate leadership and the ability to build effective teams and collaborate across the organization. 	<ol style="list-style-type: none"> 1. Minimum of a Bachelor's degree in Engineering (Civil Engineering or related fields). 2. Master's degree in Business Administration or Economics. 3. At least 10 years of total work experience, with a minimum of 5 years in an executive position. 4. Professional Engineering License (Construction Control). 	<ol style="list-style-type: none"> 1. Construction planning 2. Construction project risk management 3. Construction budget control 4. Supervision and management of project functions

Career Path

The Company has established a career progression framework to motivate employees and enhance work efficiency, enabling employees to set clear career development goals as follows:

Position Code	Position Title	Performance Evaluation		IDP													
		Score level	Minimum Years	Occupational Safety Officer (Supervisor Level)	Occupational Safety Officer (Executive Level)	Planning and organizing	Human Resources and Organization Management	Team Management	Problem Solving and Decision Making	Change Management	Business Process	Action Plan and Project Management	Budget Management	Conflict Management and Negotiation	Risk Management Capability		
3A	Chief Executive Officer / Deputy Chief Executive Officer	-	-		•	•					•	•					•
4A	Chief Officer	-	-		•	•					•	•					•
5A	Senior Vice President	-	-		•	•					•	•	•	•			•
5B	Vice President	-	-		•	•					•	•	•	•			•
5C	Assistant Vice President	-	-		•	•					•	•	•	•			•
5D	Head of Department	85	8 years		•	•	•	•	•				•	•	•	•	•
6A	Deputy Head of Department	85	3 years		•		•	•	•				•	•	•	•	•
6B	Assistant Head of Department	85	3 years		•		•	•	•				•	•	•	•	•
6C	Manager Department	85	3 years	•			•	•	•								
7A	Deputy Manager Department	85	3 years	•			•	•	•								
7B	Assistant Department Manager	85	3 years														
8A, 8B	Senior Staff	85	3 years														
8C, 8D, 8E, 8F	Staff	85	3 years														

Effective from 15 March 2025 onwards.