

| <b>Gunkul Engineering Public Co., Ltd. and GUNKUL's Group</b>                    |   |                |                |
|--|---|----------------|----------------|
|  | Policy: Succession Plan and Talent Management   | Document No.   | POL-BOD_64-017 |
|  |   | Effective Date | 1 MAR 2021     |
|  | Approved by the resolution of the Board of Directors<br>No. 1/2021 dated 24 February 2021 | No.            | 5.0            |
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## **Objectives**

1. To ensure that the organization has adequate manpower with qualifications and competencies.
2. To proactively arrange the personnel recruitment and selection plan in advance through recruitment and selection of personnel with potential in the level of supervisors or upper in the organization or external personnel.
3. To arrange the replacement and succession plan to handle retirement and to manage talented persons or the posts in need in the market/by the competitors.
4. To reduce loss of qualified personnel with knowledge, competency and experience.
5. To motivate and maintain the employees with competency and potential for replacement and succession plan with development opportunity and promotion

## **Related Persons**

1. Human Resource and General Affair Division, Recruitment and Remuneration Committee and/or Committee appointed with duties to look after and ensure that this policy is undertaken correctly.
2. Every employees in Gunkul Engineering Co., Ltd. (Public) Group with skill, competence and readiness.

## **Regulations and Criteria**

### **1. Regulations and criteria on succession plan**

The criteria and regulations of the company on recruitment of personnel are arranged to undertake the key executive management of the company appropriately and transparently to ensure that the executives of the company have qualifications, skills, experience and professional competence through the Recruitment and Remuneration Committee and/or the committee appointed to recruit/select and arrange the succession plan in accordance with the level of the employees as follows.

#### **1.1 Managing Director and Chairman of the Chief Executive Officer**

To recruit/select and arrange the succession plan while the Recruitment and Remuneration Committee will prepare the succession plan in the level of managing director and Chief Executive Officer for presentation to the Board of Directors of the company for consideration. To recruit and select the executives of the company, the Recruitment and Remuneration Committee will monitor the succession plan when the executive posts in the level of the Chief Executive Officer/Managing Director are vacant or the person in the such post is unable to perform his duty. The company will arrange the system that the similar executive or the deputy post will take care of such post until the recruitment and selection of person with qualifications in accordance with the criteria of the company has been completed and such person shall possess the vision, knowledge, competence, experience and able to link various departments of the organization for strategic success and the Recruitment and Remuneration Committee will recruit the persons for submission to the board of directors of the company for approval and appointment such suitable person to take such post.

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### **Primary qualifications of the Managing Director and the Chief Executive Officer**

1. Graduated with at least bachelor degree and experience in the management in the level of the line director or upper.
2. Having knowledge, competence, skills, experience in company management and business experience consistent with the company's business and having specialized expertise that is beneficial to the company's business, also consistent with the company's business strategy without discrimination of sex, age, race, etc.
3. Able to connect different segments of the organization to pursue strategic success while laying a foundation that is ready for rapid change.
4. Having leadership, wide vision, morality and ethics; as well as, having a positive attitude towards the organization, able to devote sufficient time that is beneficial to the Company's business operations.
5. Having a transparent work history, must not be blacklisted by any organization including the Securities and Exchange Commission, or have been convicted of a criminal offense, including having no prohibited characteristics under the law

### **1.2 Executive level from the deputy line supervisor to the vice Managing Director**

If the executive post from the deputy line supervisor to the vice Managing Director is vacant or the person in such post is unable to perform the duty, the company will propose the person selected to be the successor to the Executive Committee and/or the Human Resource Committee appointed. The succession plan of the executive level of the company is as follows.

- 1.2.1 To analyze the business operation of the company in terms of policy, investment plan and expansion plan.
- 1.2.2 To assess the human resource availability in congruent with the strategy of the company, both short-term and long-term.
- 1.2.3 To determine the human resource availability through development of human resource or recruitment of personnel to replace the leaving employees.
- 1.2.4 To arrange the recruitment plan and employee training and development plan in advance of retirement or early resignation of the employees.
- 1.2.5 To determine the qualifications and competencies including desirable knowledge, skill, personality and attitude of the employee in such post and to prepare the individual; development plan.
- 1.2.6 To select, assess performance and potential of the employees to ensure suitability.
- 1.2.7 To employ the test and assess the personnel to determine the potential of the employees.
- 1.2.8 To identify the successor through assessment and analysis of performance and potential of the employees with advance notice to the employees for acceptance and learning the job and to determine the spare successor.
- 1.2.9 To develop and assess the employees anticipated to be the successor to ensure development and performance as expected. If the anticipation has failed, follow the procedures.

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1.2.9.1 To select and plan the new successor or

1.2.9.2 To develop the spare successor (if any) or

1.2.9.3 To recruit and select the persons outside the organization

When the successor has complete qualifications to assume the job with higher responsibility and there is vacancy or new post, he will obtain the promotion and acting post in accordance with the policy of the company on job structure, criteria on adjustment of daily worker to monthly worker, promotion, higher post or approval the Chief Executive Officer and the managing director.

## **2. Regulations and Criteria on Talent Management**

“Talent Person” means the employee with special capability, performance, skill/capacity and outstanding qualification recruited and selected from employees in the organization and recruited from outside.

Criteria on selection of talent employees from employees in the organization is based on high performance - KPIs/PIs and high competency considered from performance in the past three years while the assessment grade is required to be Good - Excellent and the core competency of the organization is required to be at least B only in accordance with the following core competency:

1. Analysis/assessment of problem
2. Communication
3. Focus on customer services
4. Follow-up
5. Teamwork/cooperation provided

In addition, the other qualifications required for the talent employees from recruitment and selection in the organization and new recruitment are as follows.

1. Leadership
2. Responsibility
3. Creativity
4. Principle and transparent management

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### **Development of Talent Persons**

When the talent employees have been recruited and selected in accordance with the qualifications jointly determined by each division/line, background, training and performance records shall be prepared to promote the talent persons for better talent, efficiency of such person and the organization based on the model and criteria on development of talent persons like development of general personnel in the organization as follows.

1. Training need survey to determine the need of each unit and the individual need suitable to each job.
2. On the job training to determine the need of the individual undertaking the duties of the unit and to determine the measurement process whether in terms of written test or practice.
3. Off the job training whether it is the special training or the simulated model and case study.

When the post is available and the qualifications have satisfied the post with greater responsibility, the promotion will be made to an acting post in accordance with the policy of the company on job/position structure, criteria on adjustment from daily worker to monthly worker, promotion, promotion to a new post or approval from the Chief Executive Officer and managing director.

The Managing Director is responsible for reporting the performance of the succession plan to the Board of Directors on a periodic basis at least once a year.

### **Change in Policy**

The company reserves its right to cancel or amend this policy as deemed suitable with approval in writing from the Chairman of the Executive Committee.

### **Form**

- Promotion & Acting Form
- PIs/Competency/Time Attendance Form
- Background record of the employees on performance assessment, KPIs/PIs and competencies together with training record of the Successor & Talent employees

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**Revision Record**

| Document No.   | Issue No. /Revision No. | Date             | Revised part | Reason of revision   | Date of Cancellation |
|----------------|-------------------------|------------------|--------------|--|----------------------|
| HA 2559/89     | 1.0                     | 22 November 2016 | Rewritten    | To comply with the principles of the supervising agency and the current operations | 25 December 2017     |
| OMD 2560/18    | 2.0                     | 25 December 2017 | Reviewed     | To comply with the principles of the supervising agency and the current operations | 25 February 2019     |
| OMD 2562/07    | 3.0                     | 25 February 2019 | Reviewed     | To comply with the principles of the supervising agency and the current operations | 8 November 2019      |
| OMD 2562/22    | 4.0                     | 8 November 2019  | Reviewed     | To comply with the principles of the supervising agency and the current operations | 1 March 2021         |
| POL-BOD 64-017 | 5.0                     | 1 March 2021     | Reviewed     | To comply with the principles of the supervising agency and the current operations | -                    |