

SIC-BC-PLC-012

**Policy on Succession Planning****Silicon Craft Technology Public Company Limited****Objectives**

1. To continually assess the Company's readiness in terms of the availability of personnel with the required qualifications and competencies.
2. To enable proactive workforce planning by identifying, recruiting, and developing qualified successors from high-potential employees at supervisory level and above, or from external candidates, as appropriate.
3. To establish succession plans for positions affected by retirement and to ensure continuity in critical talent and positions that are highly sought after in the market.
4. To reduce the loss of employees with valuable knowledge, expertise, and experience.
5. To motivate and retain high-performing and high-potential employees by providing opportunities for succession, career development, and advancement to higher positions.
6. To prepare employees for Critical Positions by developing the knowledge, competencies, and capabilities necessary to effectively assume such positions when they become vacant.

**Guidelines and Criteria**

The Company has established guidelines and procedures for selecting qualified individuals to assume key executive positions in a transparent and appropriate manner to ensure that the Company appoints executives with the required qualifications, skills, experience, and professional capabilities. The selection process shall be considered by the Nomination, Remuneration and Corporate Governance Committee and/or any committee appointed to conduct the recruitment and selection process. Succession planning shall cover the positions of the Chief Executive Officer (CEO), Chief Financial Officer (CFO), and the Company's executives as follows:

1. Chief Executive Officer and Chief Financial Officer

When the position of the Chief Executive Officer or Chief Financial Officer becomes vacant, or the incumbent is unable to perform his or her duties under the employment agreement, the Company shall appoint an executive at an equivalent or deputy level to serve in an acting capacity until a qualified successor is appointed. The successor may be selected from employees included in the Company's succession plan or from external candidates, provided that such person possesses appropriate vision, knowledge, capabilities, experience, and is compatible with the Company's organizational culture. The Nomination, Remuneration



and Corporate Governance Committee shall be responsible for identifying, screening, and recommending qualified candidates for submission to the Board of Directors for approval and appointment.

## 2. Executive Positions

When an executive position at the level of Manager or above becomes vacant, or the incumbent is unable to perform the duties of the position, the Company shall propose a pre-identified successor or, where appropriate, consider qualified external candidates for approval by the Executive Committee.

### Succession Planning Process

The Company's succession planning framework covers the positions of the CEO, CFO, and executive management, and consists of the following process:

1. Analyze the Company's business environment, corporate strategy, policies, investment plans, and business expansion plans, and assess workforce readiness to ensure alignment with the Company's short-term and long-term strategic direction.
2. Identify and prioritize Critical Positions for succession planning purposes.
3. Establish the Success Profile for each Critical Position, including the required qualifications, knowledge, competencies, skills, personality, and desirable attitudes for potential successors.
4. Develop a Recruitment Plan and a Training and Development Plan for high-potential employees to prepare successors in advance, ensuring that qualified personnel are ready to assume responsibilities before an employee retires or leaves the position. The process includes:
  - 4.1. Identifying and selecting high-potential employees (Talent) who possess the qualifications required to become successors for Critical Positions.
  - 4.2. Using assessment tools to evaluate each employee's readiness and potential.
  - 4.3. Establishing development plans for high-potential employees to ensure they acquire the knowledge and competencies specified in the Success Profiles for each Critical Position.
  - 4.4. Preparing an Individual Development Plan (IDP) for each selected employee.
  - 4.5. Implementing the development plans and periodically evaluating the selected employees' progress and performance against the expected outcomes. Where performance does not meet expectations, the Company may replace the designated successor with another high-potential employee, as appropriate.
5. When a succession appointment becomes necessary, the successor shall be selected based on assessments of the employee's capabilities and performance. The selected employee shall be informed in advance to allow adequate time for knowledge transfer, job handover, and preparation for the role, while the Company shall continue to identify and develop an alternate successor.



This Policy shall be reviewed at least once a year or whenever there is a material change.

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|-------------------------------|-----------------------------------------------------------------------------------------|
| <b>Initial Approval</b>       | Approved by the Board of Directors at Meeting No. 2/2017 held on 3 April 2017.          |
| <b>Latest Approval/Review</b> | Approved/reviewed by the Board of Directors at Meeting No. 4/2026 held on 25 June 2026. |

Announced on 25 June 2026.



(Dr. Bodin Kasemset)

Chief Executive Officer



| <b>Approval and Revision History</b>                 |                            |                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SIC-BC-PLC-012: Policy on Succession Planning</b> |                            |                                                                                                                                                                                                                                                                                 |
| <b>Revision</b>                                      | <b>Board Resolution</b>    | <b>Details</b>                                                                                                                                                                                                                                                                  |
| Initial Approval                                     | BOD 3/2018: 15 August 2018 | Approved the Policy on Succession Planning.                                                                                                                                                                                                                                     |
| Revision No. 1                                       | BOD 2/2019: 19 April 2019  | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 2                                       | BOD 3/2020: 14 May 2020    | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 3                                       | BOD 2/2021: 18 March 2021  | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 4                                       | BOD 2/2022: 17 March 2022  | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 5                                       | BOD 4/2023: 21 July 2023   | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 6                                       | BOD 4/2024: 18 July 2024   | Revised the policy by introducing a structured succession planning framework for Critical Positions, including Success Profiles, talent identification and development, recruitment and development plans, and allowing external candidates to be considered where appropriate. |
| Revision No. 7                                       | BOD 4/2025: 17 July 2025   | Annual review with no material changes.                                                                                                                                                                                                                                         |
| Revision No. 8                                       | BOD 4/2026: 25 June 2026   | Annual review with no material changes.                                                                                                                                                                                                                                         |

