

Succession Plan Policy

Pro Inside Public Company Limited

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The Board of Directors realizes the importance of continuous efficient business operations and has assigned the Nomination and Remuneration Committee to prepare a succession plan to recruit and prepare senior executives and develop potential candidates to succeed to key management and business operations positions, with the following objectives, persons involved, regulations and guidelines:

Objectives

1. To constantly assess the readiness of the organization to see how many qualified and capable human resources the organization has.
2. To be able to plan for recruitment and selection of personnel in advance proactively by planning for recruitment and development from personnel in the organization with potential in positions at the managerial level or above or personnel from outside
3. To plan for replacement and succession of positions that will be retired or positions that are coveted by the market/competitors
4. To reduce the rate of loss of personnel with knowledge, ability and experience
5. To motivate and retain employees with ability and potential to plan for replacement and succession of positions with opportunities for development and promotion to higher positions

Related parties

1. The Nomination and Remuneration Committee and/or appointed committees are responsible for overseeing that the succession plan policy is properly implemented.
2. Human Resource Management and Development Department
3. All employees of the Company and its subsidiaries who have the skills, abilities and readiness.

Rules and Regulations Succession Plan

The Company has rules and regulations for selecting personnel who will take responsibility for important management positions of the Company appropriately and transparently to ensure that the Company has executives with qualifications, skills, experience and professional abilities through the Recruitment and Remuneration Committee and/or the appointed committee for recruiting/selection and planning succession positions according to the following employee levels:

1. CEO Level

When the CEO position is vacant or the person in the position is unable to perform their duties, the Company will have a system for executives at a similar or subordinate level to act as acting executives until a person with qualifications according to the criteria set by the Company is recruited and selected, and must have vision, knowledge, skills, experience, and suitability for the organization's culture, under the consideration of the Recruitment and Remuneration Committee, who will select and present to the Board of Directors for consideration and approval of the appointment of a suitable person to hold the position instead.

Basic Qualifications of the Chief Executive Officer

- 1.1 Education not lower than a bachelor's degree
- 1.2 Experience in management in the position of a line director or above
- 1.3 Have leadership and a broad vision
- 1.4 Have the ability to plan strategies and manage the organization
- 1.5 Have a calm and careful decision-making and problem-solving, taking into account the greatest benefit of the organization

2. Executive Vice President

When the Executive Vice President level position is vacant or the person in the position is unable to perform the duties in the position, the Company will propose the selected successor to the Nomination and Remuneration Committee and/or the appointed committee. The succession planning process for the Executive Vice President level position is as follows:

- 2.1 Analyze the company's business situation in terms of company strategy, policy, investment plan, expansion plan.
- 2.2 Assess the readiness of the workforce to be consistent with the company's strategy in both the short term and the long term.
- 2.3 Set a plan to create readiness of the workforce by developing work or recruiting employees to prepare to replace employees who leave the company.
- 2.4 Create a recruitment plan and develop employee training (Employee Training and Development) in advance before employees retire or leave their positions early.
- 2.5 Determine the qualifications (Qualifications) and competencies (Competencies) which mean the knowledge, skills, personality and attitude that are desired by employees in that position and create an individual development plan (Individual Development Plan).
- 2.6 Select, evaluate the performance and assess the potential of employees to consider their suitability.

- 2.7 Identify successors from the evaluation and analysis of the potential and performance of employees by informing employees in advance to prepare for the assignment and learning the work and specifying backup successors.
- 2.8 Develop and evaluate employees who are expected to be successors to see if they can develop and produce the expected results. In the event that it is not as expected, proceed as follows:
 - 2.8.1 Conduct selection and succession planning for new positions, or
 - 2.8.2 Develop a backup successor (if any), or
 - 2.8.3 Recruit and select from external persons.

In this regard, the consideration of recruitment and selection of the above-mentioned executives at the CEO and Executive Vice President levels, the qualifications of the executives must not have prohibited characteristics according to the Securities and Exchange Commission's announcement No. Kor. 3/2560 on the determination of untrustworthy characteristics of the company's directors and executives (including amendments).

When the successor has all the qualifications for the position with higher responsibility and there is a vacancy or a new higher position, the promotion and acting (Promotion & Acting) adjustment must be proposed in accordance with the company's regulations or must be considered for approval by the company's board of directors and the CEO.

Approved by the Board of Directors Meeting No. 3/2024

On February 27, 2024