



Succession Plan Revise Version No.1

To comply with the resolution of the Nomination and Remuneration Committee of Infraset Public Company Limited in its meeting No. 1/2567 on January 23, 2024, the company has issued an announcement regarding the Succession Plan as a guideline and practice as follows:

1. Principles and Rationale

The company has a proactive policy to prepare personnel to prevent future shortages of staff in key positions within the organization. The Succession Plan is developed to ensure continuity in operations and management of the organization. This begins with the executive-level positions as a priority to prepare both workforce capacity and the potential of personnel to effectively assume key roles within the organization, in line with the objectives and to support the sustainable growth of the company.

Meaning of Succession Planning

Succession planning is the process of recruiting and preparing outstanding personnel (Talent) within the organization to assume key positions when those positions become vacant due to retirement, term completion, resignation, or other reasons. The goal is to ensure continuity in operations and organizational management, achieving efficiency through a systematic personnel development process.

2. Objectives of Succession Planning

- (1) To create continuity in operations and organizational management.
- (2) To prepare workforce capacity and reduce the impact of staffing shortages in the organization's key positions.
- (3) To prepare personnel in terms of knowledge, skills, and abilities required to hold key positions within the organization.

3. Key Steps in Succession Planning

(1) Create the Plan

The Human Resources department is responsible for creating the plan and presenting it to the Executive Committee.

(2) Identify Key Positions

The Human Resources department, in collaboration with the Executive Committee, will identify the key positions, starting with the executive level.

(3) Define the Qualifications and Competencies

The Human Resources department, in collaboration with department heads, defines the qualifications and competencies required for each key position, based on the job description and organizational expectations.

(4) Define Criteria for Selecting Internal Candidates for Successor Selection Process

The Human Resources department, in collaboration with the Executive Committee, determines criteria for selecting qualified internal candidates to enter the succession process.

(5) Define Tools for Testing/Selecting Successors

The Human Resources department, in collaboration with the Executive Committee, will define tools for testing or selecting candidates with the appropriate qualifications to be successors for each key position.

(6) Create Summary Table

The Human Resources department searches for candidates from the employee database based on defined criteria and creates a summary table for presentation to the Executive Committee through the Managing Director.

(7) Evaluate Candidate Competencies and Potential

The Human Resources department, in collaboration with department heads, will assess the potential and competencies of candidates based on:

- (7.1) Annual Performance Appraisal
- (7.2) Competency assessment results

(8) Create Individual Development Plans (IDP)

Each department head creates an Individual Development Plan (IDP) for candidates, listing essential training programs to enhance their skills and competencies. The Human Resources department will provide guidance and recommendations.

(9) Implement Development and Follow-up

Department heads, in collaboration with the Human Resources department, will conduct training and development programs according to the plan, with Human Resources monitoring progress and providing recommendations to ensure the development process aligns with objectives.

(10) Test and Select Successors

- (10.1) Once candidates have fully completed the development process, the HR department will prepare a summary report, including test scores if applicable, and present it to the Executive Committee through the Managing Director.
- (10.2) The Executive Committee will select successors for each position based on the defined criteria.

4. Key Positions for Succession Planning

The company has a policy of creating a succession plan for executive-level positions, including:

- (1) Managing Director (MD)
- (2) Deputy Managing Director – Finance and Accounting.

5. Key Knowledge, Skills, and Competencies for Key Positions

(1) Required Knowledge and Skills

- Knowledge of business processes
- Knowledge of strategic planning
- Knowledge of action plans and project management
- Knowledge of budgeting
- Knowledge of human resources and organizational management
- Knowledge of marketing and sales management
- Computer skills
- English skills

(2) Core Competencies

- Accountability: The commitment to perform responsibilities as expected by the organization
- Customer Oriented: Ability to manage customer needs
- Integrity: Adherence to ethics and integrity

- Team Spirit: A sense of teamwork
- Communication: Effective communication skills

(3) Managerial Competencies

- Planning and Organizing: Ability to plan and organize tasks
- People Management: Ability to manage teams
- Problem Solving and Decision Making: Ability to address problems and make decisions
- Change Management: Ability to manage and adapt to change
- Emotional Self-Control: Ability to manage one's emotions.

6. Guidelines for Succession Planning

Key Positions	Key Responsibilities	Qualification & Experience	Functional Competency
Managing Director - MD	<ul style="list-style-type: none"> - Set policies and direction for the company's management, develop strategic plans, and manage the overall performance of the company to align with goals, in order to create value and benefits for stakeholders of the company. 	<ul style="list-style-type: none"> - A minimum of a Master's degree in Business Administration, Economics, Marketing, or a related field. - A total of at least 15 years of work experience, with at least 5 years in an executive leadership position. 	<ul style="list-style-type: none"> - Visioning - Organizing - Empowering Others - The ability to motivate others - The ability to build teamwork - Networking and Partnership - Sustainable Development Organization
Deputy Managing Director - Finance and Accounting	<ul style="list-style-type: none"> - To ensure the company prepares and submits quarterly financial statements and annual financial reports in accordance with financial reporting standards and the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission. - Manage financial risks, plan budgets and investments, and analyze financial and investment expenses to ensure they align with the policies and goals set by the company. 	<ul style="list-style-type: none"> - A minimum of a Master's degree in Finance, Accounting, Economics, or a related field. - A total of at least 15 years of work experience, with at least 5 years in an executive position. 	<ul style="list-style-type: none"> - Analytical & Systematic Thinking - The ability to build teamwork - Risk Management) - Conflict management and Negotiation skill - Knowledge of financial reporting standards and various investment formats
Deputy Managing Director - General Management	<ul style="list-style-type: none"> - Set goals, strategies, policies, and plans that align with the company's policies and plans. - Manage risks in general management areas, plan 	<ul style="list-style-type: none"> - A minimum of a Bachelor's degree. - A total of at least 10 years of work experience, with at least 5 years in an executive 	<ul style="list-style-type: none"> - Analytical & Systematic Thinking - The ability to build teamwork - Risk Management) - Conflict management and

Key Positions	Key Responsibilities	Qualification & Experience	Functional Competency
	budgets and investments, and analyze financial and investment expenses to ensure they align with the policies and goals set by the company.	position.	Negotiation skill
Deputy Managing Director - Installation and Service	<ul style="list-style-type: none"> - Set policies and develop management plans in the department to align with the company's policies and strategic plans. - Manage risks in the installation and service department, plan budgets and investments, and analyze financial and investment expenses to ensure they align with the policies and goals set by the company. 	<ul style="list-style-type: none"> - A minimum of a Bachelor's degree in Engineering, Management, Construction Management, or a related field. - A total of at least 10 years of work experience, with at least 5 years in an executive position. 	<ul style="list-style-type: none"> - Analytical & Systematic Thinking - The ability to build teamwork - Risk Management - Conflict management and Negotiation skill - Ability to design construction works and related systems - Knowledge of computers: MS Office, MS Project, AutoCAD - Knowledge of the English language: Reading, listening, speaking, and writing are at a good level
Deputy Managing Director - Sales and Marketing	<ul style="list-style-type: none"> - Set policies and develop management plans in the department to align with the company's policies and strategic plans. - Manage risks in the sales and marketing department, plan budgets and investments, and analyze financial and investment expenses to ensure they align with the policies and goals set by the company. 	<ul style="list-style-type: none"> - A minimum of a Bachelor's degree. - A total of at least 10 years of work experience, with at least 5 years in an executive position. 	<ul style="list-style-type: none"> - Analytical & Systematic Thinking - The ability to build teamwork - Risk Management - Conflict management and Negotiation skill) - Sales skills

Guidelines for Succession Planning

1. The Human Resources Department will prepare a list of qualified candidates and present it to the Board of Directors through the Managing Director at least 8 months, but no more than 1 year, before the retirement date or the end of the term.
2. The Board of Directors will collectively review and assess the readiness of the potential successor and, together with the Human Resources Department, will create an Individual Development Plan (IDP) for the candidate.
3. The Human Resources Department will coordinate the development of the potential successor's capabilities according to the plan, ensuring completion within 4 months.
4. In the case where there is more than one successor, testing will be conducted, with completion no later than 60 days before the retirement date or the end of the term.

In the event that no suitable internal candidate is available or the position cannot be filled internally, external recruitment will be undertaken as follows:

1. The Human Resources Department will review the basic qualifications as defined. If no suitable candidate is found, the department will present the request to the Board of Directors through the Managing Director to seek approval for external recruitment, with the proposal submitted at least 8 months, but no more than 1 year, before the retirement date or the end of the term.
2. The Human Resources Department will announce the job opening and/or contact recruitment agencies or headhunters to begin the recruitment process within 60 days.
3. The Human Resources Department will present a list of candidates to the executive committee for interviews.
4. Interviews will be conducted to select the most suitable candidate, with the selection process to be completed within 60 days before the retirement date or the end of the term.