Succession Planning Policy

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Introduction

The personnel of Jaymart Group Holdings Public Company Limited (the "Company") are an important resource for conducting the business. Personnel in various positions have knowledge and work experience built up over a long period of time, and they help the Company achieve its objectives and goals. The Company recognises that the knowledge and work experience accumulated by its personnel can be passed on from one generation of personnel to the next. The Company has therefore established this Succession Planning Policy for all relevant persons to comply with.

Objectives

1. To set out a succession planning policy for the Company and its subsidiaries to follow in a consistent manner.
2. To serve as a tool for communicating the succession planning policy in writing to the personnel of the Company and its subsidiaries, so that everyone has the same understanding.

Scope

This Policy applies to the Company and its subsidiaries and covers the policy and the guidelines for practice.

Succession Planning Policy

The Company places importance on managing and preparing its personnel so that they can take over and carry on the knowledge, experience and culture of the Company, allowing the business to continue without interruption. The Company therefore requires that a succession plan be prepared for important positions. Executives and all employees have a duty to pass on knowledge, experience and the organizational culture to their subordinates and colleagues, and to develop other people to have the same knowledge, experience and organizational culture as themselves, in order to succeed to their positions (Successor), as follows:

1. The Board of Directors shall oversee the preparation of succession plans for key senior executive positions in the Company's main functions, as follows:

    1.1. Chief Executive Officer (CEO)

    1.2. Deputy Chief Executive Officer (DCEO)

    1.3. Chief Financial Officer (CFO)

1.4. Chief Information Officer (CIO)

1.5. Chief Investor Relations Officer (CIR)

The selection shall be made by considering and assessing work performance, potential and qualifications of the Company's personnel, or by recruiting from outside the Company.

2. To establish criteria and methods for selecting a successor to be proposed for appointment as a senior executive, with criteria on Competency and KPIs as guidelines for selecting a suitable person to succeed to the position.
3. To prepare the person selected as a successor by developing the knowledge, ability, skills and experience required for the position, and by attending additional necessary training courses, such as leadership or communication skills, so that the person is ready to succeed to the position and can perform the duties immediately when the position becomes vacant.
4. To consider promotion and remuneration for the person selected as a successor, in order to provide appropriate incentives.

This Succession Planning Policy is the copyright of Jaymart Group Holdings Public Company Limited, which is committed to developing its corporate governance system in line with corporate governance principles and good practices, as well as the rules and requirements of the authorities and regulatory agencies.

The Board of Directors has approved this Succession Planning Policy for executives, employees and relevant persons of the Company and its subsidiaries to use as the principles and guidelines for practice.

In order to keep this Succession Planning Policy up to date and appropriate for the situation and any changes, the Policy shall be reviewed at least once a year. Any amendment or change must be approved by the Board of Directors only.

This Policy shall be effective from 11 November 2025 onwards.

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Approver of the Succession Planning Policy

(Mr. Pisnu Pong-Acha)

Chairman of the Board of Directors

Revision History

Revision No.	Responsible Unit	Review Date	Effective Date	Details of Revision
REV00	Investor Relations	At the Board of Directors' Meeting No. 10/2023 on 7 December 2023	8 December 2023	First issue
REV00	Investor Relations	At the Board of Directors' Meeting No. 6/2024 on 8 November 2024	8 December 2024	Annual policy review for 2024. No changes were made to the content; the existing version remains in force until the policy is revised.
REV00	Investor Relations	At the Board of Directors' Meeting No. 7/2025 on 11 November 2025	11 November 2025	Annual policy review for 2025. No changes were made to the content; the existing version remains in force until the policy is revised.