

Succession Plan

SCG Chemicals Public Company Limited

The Board of Directors Meeting of SCG Chemicals Public Company Limited (“the Company”) No. 279 (15/2021) held on December 18, 2021 resolved to approve the first Succession Plan, and the Board Meeting No. 282 (3/2022) held on March 30, 2022 subsequently endorsed the continuous enforcement of the policy regarding this Succession Plan upon the conversion of the Company into a public limited company.

The aforesaid Board of Directors Meeting of the Company has approved the Succession Plan putting in place a suitable and transparent plan to recruit personnel for all critical positions at all levels to ensure that the Company has executives who exhibit professionalism. The Remuneration Committee is responsible for formulating the succession plan for the Chief Executive Officer and President of the Company and proposing it to the Board of Directors for consideration.

1. Objectives

- 1.1 To mitigate risks or impacts from lack of management continuity;
- 1.2 To enable the proactive planning of nomination and selection either of talents within the organization or external personnel;
- 1.3 To plan replacement and succession for critical positions in the event that the incumbent is unable to complete his/her term or the position becomes vacant for any other reason; and
- 1.4 To motivate and maintain employees with competencies and potential and ensure that they have opportunities for development and advancement to higher positions

2. Chief Executive Officer and President and other Critical Executive Positions

When the position of the Chief Executive Officer and President or a critical executive position becomes vacant or when the incumbent is unable to perform his/her duties, an executive at a comparable or lower level shall serve in the interim until a person with qualifications prescribed by the Company who demonstrates a breadth of vision, knowledge, competency, experience and is suitable to the corporate culture has been nominated and selected. The Remuneration Committee is responsible for vetting suitable candidates to propose to the Board of Directors for appointment to the position.

The Executive Officer and President or an executive in a critical position must report to the Board of Directors the outcome of the execution of the succession plan periodically, at least once a year.

3. Executive Level

When the position of an executive from the division manager level and above becomes vacant or when the incumbent is unable to perform his/her duties, the Company will propose a selected successor to the Management. The succession planning for executive positions of the Company consists of the following steps:

- 3.1 Analyzing the business situation of the Company with regards to strategies, policies, investment plans, and expansion plans;
- 3.2 Assessing the preparedness of the manpower to ensure compatibility with the Company’s short-term and long-term strategies;
- 3.3 Establishing plans for fostering manpower preparedness by formulating employee development plans and recruiting personnel as a replacement when there is a vacancy;
- 3.4 Defining necessary qualifications and competencies for such positions, consisting of required knowledge, skills, personality, and attitudes;

- 3.5 Assessing employee performance and potential using personnel testing and assessment tools in order to establish a Key Talent Pool;
- 3.6 Identifying employees from the Key Talent Pool to serve as potential successors to the position and informing the employees in advance so that they can learn about the position in advance and so that alternate successors can be designated. There should be more than one potential successor for a critical position.;
- 3.7 Formulating an Individual Development Plan for a potential successor that includes challenging assignments and job rotation so as to develop leadership skills and broad work knowledge as well as prepare him/her for the position before the incumbent retires or vacates office before retirement; and
- 3.8 Developing and assessing potential successors to ensure that they demonstrate expected development and achievement. When such expectations are not met, the following steps are to be taken:
 - 1) Selecting new candidates and formulating a new succession plan;
 - 2) Developing alternate successors (if any) or;
 - 3) Nominating and selecting external candidates

Once the position becomes vacant and the fully qualified successor fills the position, which entails more responsibilities, promotion should be considered as appropriate.

4. Policy Revision

The Company reviews the policy regarding the succession plan on a yearly basis. The termination or revision of this Policy must be approved only in writing by the Board of Directors.

This Succession Plan shall be effective from January 20, 2022 onwards.

Announced on April 4, 2022

-signed by-

**(Mr. Chumpol NaLamlieng)
Chairman of the Board of Directors**

Note:

The first amendment to this Succession Plan was made pursuant to the resolution of the Board of Directors Meeting No. 280 (1/2022) on January 20, 2022. Such amendment was carried out to comply with the resolution passed by the Board of Directors Meeting No. 278 (14/2021) on November 25, 2021 approving organization chart restructuring including title change of top executives from “President” to “Chief Executive Officer and President” being effective from January 1, 2022 onwards coupled with the resolution of the Board of Directors Meeting No. 279 (15/2021) on December 18, 2021 assigning the Management to revise related charters and policies specifying titles of top executives as well as sub-committee restructuring with the name and scope of duty change from “Nomination and Remuneration Committee” to “Remuneration Committee” being in line with the said organization chart revision.