



TURNKEY COMMUNICATION SERVICES PUBLIC COMPANY LIMITED

Succession Planning Policy

P-BOD-012

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	Succession Planning Policy	Revision 1

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1	1/2022	23/12/2022	All	Replace the Company new logo



Turnkey Communication Services Public Company Limited (“the Company”) has established a succession planning framework to ensure readiness in developing qualified successors for key positions in the event that senior executives are unable to perform their duties, complete their terms of office, or if such positions become vacant for any other reason. This framework is intended to reduce risks and mitigate potential impacts arising from a lack of continuity in management.

The Human Resources Department is responsible for preparing the succession plans for key positions, namely the Chief Executive Officer and the Company’s executives (where “executives” refer to those holding positions from Director level upward, or the top four executive positions of the Company, in accordance with the definition prescribed in the Notification of the Capital Market Supervisory Board No. KorJor. 17/2551 Re: Definitions in Notifications Regarding the Issuance and Offering of Securities (as amended)). Suitable candidates shall be selected by the Board of Directors in accordance with the Company’s established criteria and recruitment and selection procedures, and shall be submitted for approval and appointment to the relevant positions.

1. Chief Executive Officer or Equivalent Position

In the event that the position of Chief Executive Officer becomes vacant, or the incumbent is unable to perform his or her duties, the Board of Directors shall appoint an executive holding a closely related or next senior position to act in an interim capacity until a qualified candidate is recruited and selected in accordance with the Company’s criteria.

The Board of Directors shall determine the qualifications and selection criteria for the Chief Executive Officer, who must possess all qualifications as prescribed under Section 68 of the Public Limited Companies Act B.E. 2535 (1992) (as amended), and must not have any prohibited characteristics under the Notification of the Capital Market Supervisory Board No. KorJor. 3/2560 Re: Determination of Characteristics Indicating a Lack of Trustworthiness of Directors and Executives (as amended). In addition, the candidate must possess appropriate knowledge, expertise, vision, an understanding of the corporate culture, and relevant work experience suitable for the Company’s business operations.

Basic qualifications for the Chief Executive Officer or an equivalent position include:

1. Holding at least a bachelor’s degree.
2. Having management experience at an executive level or higher.
3. Demonstrating leadership qualities and a broad, forward-looking vision.
4. Possessing the ability to formulate strategic plans and manage the organization effectively.
5. Demonstrating prudent, well-reasoned decision-making and problem-solving skills, with due regard to the best interests of the organization.

2. Succession Planning Process for Executive-Level Positions

To establish guidelines for the recruitment, development, and retention of executives capable of supporting business expansion and ensuring continuity in management, the Company requires each department to identify successors for executive positions at Director level or above. In the event that a position at Director level or higher becomes vacant or the incumbent is unable to perform his or her duties, the nominated successor(s) shall be proposed to the Executive Committee for consideration and approval.



The succession planning process comprises the following steps:

1. Analyze the Company's business environment, including corporate strategy, policies, investment plans, operational plans, and expansion strategies.
2. Assess workforce readiness in alignment with the Company's short-term and long-term strategic objectives.
3. Establish workforce readiness plans by developing internal personnel or recruiting external candidates to replace departing employees.
4. Prepare recruitment and employee training and development plans in advance, prior to employees' retirement or early departure.
5. Define the required qualifications and competencies, including knowledge, skills, personal attributes, and desirable attitudes for each position, and prepare Individual Development Plans (IDPs).
6. Select candidates and evaluate their performance and potential to determine suitability.
7. Utilize assessment and testing tools to analyze employees' potential.
8. Identify successors based on evaluations of potential and performance, inform the selected employees in advance to enable knowledge transfer and preparation, and designate alternate successors as backups.
9. Develop and assess potential successors to ensure that they are able to grow and deliver performance as expected; if outcomes do not meet expectations, adjustments or replacements may be made accordingly.

This Succession Planning Policy was reviewed and approved by the Board of Directors at Meeting No. 5/2025 on November 12, 2025, and has been effective from November 12, 2025.

- Kittisak Amornchairojkul -
(MR. KITTISAK AMORNCHAIROJKUL)
Chairman of Board of Directors