Succession Planning Policy

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Introduction

The personnel of Jaymart Group Holdings Public Company Limited (the "Company") are an important resource for its business operations. Personnel in various positions possess knowledge and experience accumulated over many years and contribute to the achievement of the Company's objectives and goals. The Company recognizes that the knowledge and experience accumulated by its personnel can be passed on from one generation to the next. The Company has therefore established this Succession Planning Policy for the relevant parties to follow.

Objectives

1. To establish a Succession Planning Policy for the Company and its subsidiaries to follow consistently.
2. To serve as a means of communicating the Succession Planning Policy in writing to personnel of the Company and its subsidiaries to ensure a common understanding.

Scope

This policy applies to the Company and its subsidiaries and covers the policy and implementation guidelines.

Succession Planning Policy

The Company places importance on managing personnel readiness to ensure the transfer of knowledge, experience and corporate culture and maintain business continuity. Succession plans are therefore required for key positions. All executives and employees are responsible for passing on knowledge, experience and corporate culture to their subordinates and colleagues and developing others to acquire the same knowledge, experience and understanding of corporate culture as themselves, so that they can become successors, as follows:

(1) The Board of Directors shall oversee the preparation of succession plans for key senior executive positions in the Company's core 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)

Candidates shall be selected and assessed based on their performance, potential and qualifications, either from within the Company or through external recruitment.

(2) Establish criteria and procedures for selecting successors in preparation for their nomination for appointment as senior executives. Competency and key performance indicator (KPI) criteria shall guide the selection of suitable successors.

(3) Prepare selected successors by developing the knowledge, capabilities, skills and experience required for their positions and providing additional necessary training, such as leadership or communication skills, to ensure that they are ready to assume the positions and can perform their duties immediately when vacancies arise.

(4) Oversee and consider promotions and remuneration for selected successors to provide appropriate incentives.

This Succession Planning Policy is the copyrighted property of Jaymart Group Holdings Public Company Limited. It supports the Company's commitment to developing its corporate governance system in line with good corporate governance principles and practices, as well as the rules and requirements of the authorities and regulatory bodies.

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

To keep the Succession Planning Policy up to date and appropriate to current circumstances and changes, the policy shall be reviewed at least once a year. Any amendments must be approved by the Board of Directors.

Announced to 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	Board of Directors Meeting No. 10/2023 on 7 December 2023	8 December 2023	First issuance
REV00	Investor Relations	Board of Directors Meeting No. 6/2024 on 8 November 2024	8 December 2024	Annual policy review for 2024. No changes to the content. The existing policy remains in effect until it is revised.
REV00	Investor Relations	Board of Directors Meeting No. 7/2025 on 11 November 2025	11 November 2025	Annual policy review for 2025. No changes to the content. The existing policy remains in effect until it is revised.