



Skills Required for Senior Executive Recruitment

In order to maintain competitiveness in a dynamic market and sustain business growth, Sansiri Public Company Limited ("the Company") has implemented policies that outline the essential skills for senior executive succession. These initiatives encompass the continuous development of succession plans aimed at ensuring the availability of successors for critical leadership positions. The Company has articulated the necessary skills for senior executives as follows:

1. Leadership Competencies (Sansiri Leadership DNA)

- 1.1 Speed to Market: The aptitude to swiftly introduce high-quality products and services to the market, thereby optimising organisational efficiency.)
- 1.2 Attention to Detail: A meticulous approach to interactions with colleagues and clients.
- 1.3 Ownership: Demonstrating a strong sense of responsibility and accountability, reflecting an owner's mindset to drive collective success.
- 1.4 Good Citizenship: Making a positive contribution to society, embracing diverse viewpoints, promoting equality, and addressing societal needs across all dimensions.

2. Core Organisational Competencies (Sansiri Competency)

- 2.1 Professional: Consistent upholding of professional conduct in all engagements.
- 2.2 Open-Mindedness: Exhibiting receptivity to new ideas and perspectives.
- 2.3 Ownership: Thinking and acting with an owner's perspective to drive notable results collaboratively.
- 2.4 Strategy into Action: Transforming strategic initiatives into actionable plans and measurable results.
- 2.5 Empowering People: Supporting and enhancing the development of team members to maximise their potential.

3. Professional Knowledge

4. Experience and Expertise

Senior Executive Succession Planning Policy

The Company has instituted a robust and systematic succession planning process for senior executive positions. The objective is to proactively identify and develop potential successors who demonstrate the requisite capabilities, experience, and alignment with Sansiri's business objectives. Particular emphasis is placed on the positions of Chief Executive Officer and President, which require an in-depth understanding of the real estate development business and competencies in sales and marketing, business management, and digital technology. This approach ensures the Company maintains a cadre of senior executives with the requisite knowledge, capabilities, and experience to succeed in key positions in the future. The succession plan is subject to periodic review and appropriate reporting. Furthermore, these initiatives enhance and prepare senior executives for the succession of critical roles and positions within the Company.

Criteria for the Recruitment and Appointment of Senior Executives

The recruitment process for the Chief Executive Officer (CEO) and President (PSD) to fill vacant positions is managed by the Nomination and Compensation Committee, which evaluates candidates based on their qualifications, appropriate expertise, knowledge, and valuable experience that contributes to the Company's operations. Candidates must align with the organisation's vision, business development strategy, and sustainable growth objectives. The recruitment process encompasses the following criteria:

Recruitment Process for Chief Executive Officer (CEO) and President (PSD)

1) Selection Process: The Nomination and Compensation Committee may recruit candidates with appropriate qualifications who may be sourced from two channels in the following order of priority: First, internal recruitment, aimed at enhancing morale and motivation among existing employees. Second, external recruitment in cases where no suitable internal candidates are identified.

2) Selection Methodology: The Nomination and Compensation Committee may identify suitable candidates through targeted searches for individuals possessing skills and experience that correspond with the Company's requirements or through nominations from the Company's board of directors or senior executives.

3) Proposal to the Board of Directors: Upon identification of qualified candidates, the Nomination and Compensation Committee submits the nominated individuals to the Board of Directors' meeting for consideration and subsequent appointment.

Criteria for the Recruitment of Chief Executive Officer (CEO) and President (PSD)

1) Qualifications: Candidates must possess the requisite knowledge, skills, and experience in corporate management, particularly in real estate development, ensuring alignment with the Company's operational and strategic objectives including being free from discrimination based on gender, age, or race.

2) Leadership Qualities: Successful candidates must demonstrate strong leadership competencies, a broad vision, integrity, and a positive attitude towards the organisation, along with the capacity to commit sufficient time to the Company's business operations.

3) Background Integrity: Candidates should maintain a transparent professional history, and not be blacklisted by any organisation, including the Securities and Exchange Commission, and must not have been convicted of criminal offenses or possess any characteristics prohibited by law.