



SUCCESSION POLICY

EUROASIA TOTAL LOGISTICS PUBLIC COMPANY LIMITED

REVISION 5

EFFECTIVE DATE 20 FEBRUARY 2025



Preparation and Approval History

Document No.	Editor/Controller	Reviewer	Approver
CP-BOD-020-02	Managing Director	Chief Executive Officer	Board of Directors
	3 January 2025	13 January 2025	20 February 2025

Revision History

Revision	Revision Date	Effective Date	Revision details
1	10 October 2021	9 November 2021	First issue
2	10 June 2022	6 August 2022	Revise company name after conversion to public limited company
3	3 January 2023	12 January 2023	Amend the material of being a holding company
4	1 September 2023	12 September 2023	Revise the content to comply with applicable law.
5	3 January 2025	20 February 2025	Annual review

Note: To add or cancel any document, proceed according to the acts set out in the Approval and Implementation Authority.

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Succession Policy

Euroasia Total Logistics Public Company Limited (“the Company”) prepares a succession policy to prepare for the creation of personnel to replace employees in management positions of the Company as defined in the announcement of the Securities and Exchange Commission (“Senior Executives”) in the event that the position becomes vacant for any reason as well as reducing risks or impacts from lack of continuity in management. The main procedures of the succession are as follows:

1. Determination or Nomination of Successors

The Company arrange successors for high-level executives in every position or only in any position as appropriate. In determining or nominating a successor to a senior management position, the Company will consider employees of the Company and its subsidiaries as the first priority. The Company's Department of Human Resources and Managing Director (“Selection Committee”) together with the Chief Executive Officer will conduct an assessment in three important parts:

- (1) Performance
- (2) Competency and
- (3) Potential by considering leadership competency and behaviors consistent with the core values set by the Board of Directors.

Those who have passed the assessment as successors will be considered as high potential talents and will be properly developed to prepare them as leaders of the organization in the future. The Head of the Department of Human Resources will present the list of employees having passed the assessment to the Nomination and Remuneration Committee to consider and approve the appointment of successors. If such positions are vacant in the future, the Nomination and Remuneration Committee will present the list of such persons to the Board of Directors to consider appointing senior executives.

If suitable successors cannot be found within the Company or its subsidiaries, the Company may consider suitable persons from external recruitment.



2. Summary and Review of Succession Plan

- 2.1. The Company may designate a successor with similar qualifications or the same qualifications set by the Nomination and Remuneration Committee who is ready to work in that position immediately, or ready in 1–2 years, or are ready in more than 2 years. Recruiting qualified persons should be recruiting from 1 person or more in each position to prevent lack of continuity and inefficiency in the Company's operations while waiting for a replacement.
- 2.2. The Nomination and Remuneration Committee will review the list of successors in senior executive positions (if any) jointly prepared by the Selection Committee and the Chief Executive Officer. The review will be made at least once a year.
- 2.3. The Chief Executive Officer will report the performance under the succession policy to the Board of Directors for acknowledgment at least once a year.

3. Preparation of Development Plan

Once the person who passed the assessment can be identified as a successor, the Chief Executive Officer and the Head of Department of Human Resources will determine the career development plan and individual development plan, which include leadership development, job transfer, duties and responsibilities, and special project assignments as appropriate to ensure that this group of successors are ready to work in the designated position.

4. Appointment of Acting Person and Recruitment and Appointment of Senior Executives

If the Company is still unable to determine successors of the senior executives, or still in the process and if the senior management position is vacant, or the person holding a senior executive position is unable to perform duties, the Company will proceed with the following actions so that the Company's business operations can continue.

4.1. Appointment of the Acting Person

In case the senior executive position is vacant, or the position holder is unable to perform the duties is the position of Chief Executive Officer, the Board of Directors will assign the Chief Executive Officer or a person



holding a position close to it or a subordinate position to act temporarily until the selection of the person to be the Chief Executive Officer is completed.

4.2. Recruitment and Appointment of Senior Executives during Appointment of the Acting Person

The Department of Human Resources of the Company will set up a selection committee to consider the list of applicants and present the name list to the Nomination and Remuneration Committee for considering and selecting suitable candidates. If it is deemed appropriate, the Nomination and Remuneration Committee will consider and nominate the selected persons to the Board of Directors for appointment as senior executives.

In the event that there are no personnel within the Company and its subsidiaries have the qualifications as stipulated by the Nomination and Remuneration Committee, the Company will open for applications from outsiders by having the Department of Human Resources and the Selection Committee consider and nominate at least 2 external candidates and present the names to the Nomination and Remuneration Committee for considering and selecting suitable candidates. Then, if it is deemed appropriate, the Nomination and Remuneration Committee will consider and nominate the selected candidates to the Board of Directors for consideration and appointment as senior executives.

The Nomination and Remuneration Committee will review this succession policy every year and may propose to the Board of Directors for consideration and amendments to this policy as it deems appropriate.



This Succession Policy was considered and approved at the Board of Directors' Meeting No. 2/2025 on February 20, 2025. It shall be effective from February 20, 2025 onwards.

Note: This English translation is for reference purposes only. In the event of any discrepancy between the Thai original Succession Policy and this English translation, the Thai original shall prevail.

Mr. Komol Rungruangyot

Chairman of Board of Directors

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