

Policy on Succession Plans

S Hotels and Resorts Public Company Limited

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S Hotels and Resorts Public Company Limited (the “**Company**”) has a plan to ensure appropriate and transparent selection of personnel for nomination to prominent positions on every level, and ensure that the Company has retained executives of high professionalism. As such, the Human Resources Department has been in charge of the preparation of the succession plans for the Company’s Chief Executive Officer, directors, and executives for the consideration of the Board of Directors.

1. Chief Executive Officer / Managing Director Level

When the position of the Chief Executive Officer or Managing Director becomes vacant or the person holding such a position is unable to perform his or her duties, the Company shall implement a system where an executive of the similar level or a deputy will temporarily hold the Chief Executive Officer or Managing Director’s office until a person who has the qualifications prescribed by the Company’s criteria has been selected and nominated. Such a person shall also have a vision, knowledge, skills, experience, and suitability for the Company’s corporate culture. The Human Resource Department shall consider and nominate him or her for further consideration and approval of the Company’s Board of Directors. The Chief Executive Officer or Managing Director shall report the result of operations under the succession plan to the Board of Directors at least once a year.

2. Senior Executive Level

When the position of a senior executive on the level of Head of a Department becomes vacant or the person holding such a position is unable to perform his or her duties, the Company shall nominate a successor who has been previously selected for the consideration and approval of the Executive Committee. As such, the succession plan for the executive positions of the Company is as follows:

1. To analyse the business situation of the Company with respect to its strategies, policies, investment plans, and expansion plans;
2. To assess the readiness of the Company’s manpower to carry out both its short term and long term strategies;

3. To determine a plan to enhance the readiness of the Company's manpower by developing or recruiting a new employee to replace the resignee;
4. To produce a plan to recruit and train a new employee to take over within one year in advance of when the current employee will retire or prematurely resign;
5. To assess the competency, meaning knowledge, skills, personality, and attitude preferable for a position and prepare improvement plans for individual employees;
6. To select and evaluate the performance and potential of employees for consideration of suitability;
7. To use personnel evaluation tools and tests to analyse the potential of employees;
8. To name successors as a result of the assessment and analysis of potential and performance of an employee, provided that the employee has been informed in advance for acceptance;
9. To develop employees who have been surmised to become successors and assess whether they can improve and perform as expected; otherwise, they can be reselected.

Announced on 3 May 2019

- Mr. Sompong Tantapart -

Chairman of the Board of Directors

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