BEE SAME GROUP BERHAD

Registration No: 202501045773 (1647181-D)
(Incorporated in Malaysia)

SUCCESSION PLANNING POLICY

(Version: 1.0)
(Approved by the Board of Directors of the Company on 24 April 2026)

1. Introduction

The Succession Planning Policy is intended to address the continuity in leadership for all key positions and continuity in business operations for **Bee Same Group Berhad** ("the Company") and all its subsidiary companies ("the Group").

Succession planning is an ongoing process to ensure that the Group identifies and develops a talent pool of employees through mentoring, training and job rotation for high-level management positions that become vacant due to retirement, resignation, death or disability and/or new business opportunities.

2. Objectives

a) To ensure the Group is prepared with a plan to support operation and service continuity when the positions of Managing Director ("MD"), or any member of Senior Management become vacant;

b) To ensure a continuing supply of qualified and motivated employees who are prepared for expanded roles and responsibilities;

c) To align the Group's MD or member of Senior Management to achieve corporate objectives;

d) To develop career paths for employees that will facilitate the ability of the Group to recruit and retain top-performing or high talent employees;

e) To create an external reputation as an employer that invests in its people, provides opportunities and supports its employees for career advancement;

f) To deliver a message to the existing and potential employees that they are valuable assets to the Group; and

g) To develop reliable assessment procedures and ensure that these procedures are applied systematically across the Group.

3. Roles and Responsibilities

The roles and responsibilities of the Board of Directors (“the Board”) and the MD in carrying out this policy are as follows:

a) Both the Board and MD have pivotal roles to play in succession planning at the appropriate levels of management;

b) The Board holds the primary responsibility for overseeing the succession planning process for the MD. The Board should hire or internally promote a new MD when the position becomes vacant, and ensure that the new MD has the required skills to implement the Group’s vision, mission, core values, strategies and business objectives;

c) The Board should have prepared itself with an interim solution when the position becomes vacant unexpectedly;

d) The Nominating Committee (“NC”) is delegated by the Board with the responsibility for formulating succession plans for MD, which include the identification of any gaps in succession readiness and reporting it to the Board for review and approval;

e) NC shall ensure that the management development programs and succession plans formulated and implemented for the identified successor are reported to the Board annually or as and when required, including updates on the successor's progress;

f) Meanwhile, MD is responsible for the succession plans of members of Senior Management and key positions in the Group with the assistance of key managers and key employees. MD shall develop succession plans for members of Senior Management and key positions, which includes identifying any gaps in succession readiness and reporting it to the Board for review and approval; and

g) MD shall ensure that the management team and structure, management development program and succession plan formulated and implemented for the identified successor are reported to the Board annually or as and when required, including updates on the successor's progress.

4. Development and Succession Planning Process

The succession planning process to be employed by NC and MD in relation to succession planning involves the following steps:

a) Identify qualifications, capabilities and talent needs required by the Group, based on the Group’s vision, mission, core values, strategies and business objectives.

b) Determine the required qualifications and capabilities for positions required;

4. Development and Succession Planning Process (Cont'd)

c) Identify the successor for MD, members of Senior Management and key positions based on the results of a) and b). Identify the skill gaps of the identified successors and report to the Board for review and approval;

d) Develop management development program based on the identified skill gaps. Monitor and track the overall progress of the identified successor annually or as and when required, and report to the Board for review and decision; and

e) Assess the performance of MD, members of Senior Management and key positions based on key performance indicators set by the Board on a periodic basis.

5. Key Success Factors

a) The Board and MD's active support towards succession planning communicates the significance of succession planning to all employees as well as emphasises its importance within the Group's culture.

b) Succession planning should be linked to the Group's vision, mission, core values, strategies and business objectives.

c) Adequate time should be allocated to the identified successors for their development and mentoring.

d) Regular review and update of the succession plan are essential to ensure that the Group has reassessed its hiring needs and tracked the development progress of the identified successors.

6. Review of the Policy

This Policy will be reviewed by the Board as and when required and updated in accordance with the needs of the Group, and in any event, at least once every three (3) years.