



EMITS BERHAD

[Registration No. 202501005450 (1606864-T)]
(Incorporated in Malaysia)

SUCCESSION PLANNING POLICY

1. INTRODUCTION

This Succession Planning Policy ("**Policy**") is intended to address Emits Berhad ("**the Company**") and all its subsidiary companies ("**the Group**")'s continuity in leadership for all key positions.

Succession planning is a process designed to ensure that the Group identifies and develops a talent pool of employees through mentoring, training and job rotation to replace vacant key positions due to resignation, retirement, death or when new business opportunities arise.

Key positions are identified as follows:-

- (i) Independent Directors ("**IDs**");
- (ii) Executive Management, including:-
 - Chief Executive Officer ("**CEO**") / Group Managing Director ("**GMD**")
 - Executive Directors ("**EDs**");
 - Chief Operation Officer ("**COO**");
 - Chief Technical Officer ("**CTO**"); and
- (iii) Financial Controller ("**FC**") Head of Departments ("**HODs**").

2. OBJECTIVES

- (a) To ensure the Group is prepared with a plan to support operation and service continuity when the IDs, Executive Management or HODs leave their positions for whatsoever reason(s).
- (b) To ensure a continued supply of qualified, motivated employees who are prepared for higher roles and responsibilities.
- (c) To develop career paths for employees which will facilitate the Group's ability to recruit and retain top-performing or high talent employees.
- (d) To deliver a message to the Group's employees that they are valuable.
- (e) To develop reliable assessment procedures and ensure that these procedures are applied systematically across the Group.

3. ROLES AND RESPONSIBILITIES

- (a) Both the Board of Directors ("**Board**") and the Executive Management have pivotal roles to play in succession planning within the Group.
- (b) For ID, a clear set of selection criteria shall be developed by the Nomination Committee ("**NC**"). The selection criteria shall include, but is not limited to, the following:-
 - (i) Key skills, experience, and competencies necessary for the position;
 - (ii) Personal characteristics, such as character, integrity, time commitment and independence;
 - (iii) Diversity in terms of personal characteristics and individual background, such as gender, age, ethnicity, education, and field of expertise; and

- (iv) Overall alignment with the Company's strategic direction.
- (c) For the Executive Management, the Board shall consider recruit externally or internally promote a suitable new ED, CEO/GMD, COO, CTO, FC, when the key position is vacant, and to ensure the successor has the required skills to implement the Group's mission and vision.
- (d) The Board should have prepared themselves with an interim solution when any of the key positions leaves.
- (e) The Executive Management is responsible for ensuring a succession plan is in place for the HODs position in the Group with the assistance of the senior management team and implicated employees.

4. SUCCESSION PLANNING PROCESS

The primary responsibilities of the Board and the Executive Management include planning for key position's succession planning and overseeing the identification and development of executive talents.

- (a) The Board, with the assistance of the NC and working with the Executive Management and Human Resources department, oversees development and corporate succession plans for the Executive Management to provide for continuity in leadership for all the key positions within the Group.
- (b) The succession plan covers identification of internal candidates, development plans for the internal candidates, and appropriate identification of external candidates.
- (c) The critical skillset for the successors includes critical thinking, people management, and making independent decisions.
- (d) The Executive Management shall continuously evaluate and appraise staff performance to identify new talents. Constant intensive staff development and engagement programs are organised for knowledge sharing and aspiring career satisfaction.
- (e) The criteria used to assess potential candidates are formulated based on, amongst others, the Company's vision and mission, goals and business strategies including strategic vision, leadership, operational execution, knowledge, experience, skills and professionalism.
- (f) The Board and the Executive Management may review the development and succession planning more frequently as it deems necessary.

5. KEY SUCCESS FACTORS

- a) The support from the Board and the Executive Management is essential to the succession planning process. This will give all employees an understanding and emphasis on the importance of succession planning to the Company.
- b) Adequate time should be provided to the selected employees for development and mentoring.

- c) Review and update the succession plan regularly to ensure the Company has reassessed the hiring needs and assess the development progress of the selected candidates.

6. REVIEW OF THIS POLICY

This Policy shall be reviewed from time to time by the Board when deem necessary.

7. REVISION OF THIS POLICY

The provisions of this Policy can be amended and supplemented from time to time by a resolution of the Board.

8. EFFECTIVE DATE

This Policy is effective 11 November 2025.

History:-

Document No.	Version No.	Board's Approval Date	Effective Date
EMITS-016	1.0	11 November 2025	11 November 2025

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