

## LIKEI LOGISTIC SERVICES BERHAD

Registration No. 202101036465 (1436765-X)  
(Incorporated in Malaysia)

### SUCCESSION PLANNING POLICY

This Succession Planning Policy (“**Policy**”) outlines the approach of LIKEI LOGISTIC SERVICES BERHAD (“**the Company**”) and its subsidiaries (“**the Group**”) in ensuring continuity of leadership across all key positions.

Succession planning is a process aimed at identifying and nurturing a pipeline of talent within the Group through structured initiatives such as mentoring, training, and job rotations. This ensures readiness to fill critical roles that may become vacant due to resignation, retirement, unforeseen events, or expansion into new business areas.

This Policy applies to the following key positions within the Group:-

- Independent Non-Executive Directors (“INEDs”)
- Non-Independent Non-Executive Directors (“Non-INEDs”)
- Key Senior Management, including to:-
  - ❖ Executive Directors (“EDs”)
  - ❖ Chief Executive Officer (“CEO”)
  - ❖ Chief Financial Officer (“CFO”)
  - ❖ Head of Departments (“HODs”)

### OBJECTIVES

The objectives of this Policy are to:-

- ensure business and service continuity in the event of leadership transitions involving INEDs, Non-INEDs, or Key Senior Management for any reason;
- maintain a steady pipeline of capable and motivated employees ready to assume greater responsibilities;
- facilitate structured career development pathways to attract, develop, and retain high-performing and high-potential talent within the Group;
- deliver a message to the Group’s employees that they are valuable; and
- establish and implement consistent and reliable talent assessment and development practices across the Group.

### ROLES AND RESPONSIBILITIES

The Board of Directors (“**the Board**”) and Key Senior Management are jointly responsible for the execution of this Policy.

In the event of a vacancy in any key positions, the Board and/or Key Senior Management shall initiate internal promotion or external recruitment, ensuring the individual possesses the necessary skills and attributes to carry forward the Group’s mission and vision. Interim solutions must be put in place to ensure continuity until a permanent replacement is identified.

The Chairman of the Board, with the support of the Nomination Committee (“**NC**”) and Human Resources, is responsible for overseeing the succession planning framework for all key positions.

For INEDs, Non-INEDs, Key Senior Management, the NC shall refer to the Group’s Fit and Proper Policy in assessing potential candidates.

For C-suite positions, the Board shall ensure the appointment of qualified and strategically aligned individuals.

For Key Senior Management, NC shall lead the succession planning process with guidance and support from Human Resources.

## **SUCCESSION PLANNING PROCESS**

The Group shall implement the following steps:

- Identify talent and capability requirements in line with the Group’s strategic business plan and vision.
- Define the required competencies for all key positions.
- Evaluate the competency profiles of internal candidates and concurrently identify qualified external candidates to facilitate a robust and inclusive evaluation process.
- Conduct gap analysis to match competencies with role requirements.
- Develop and implement individual development plans for identified successors.
- Conduct regular performance evaluations of identified successors.
- Continuously monitor and track progress to ensure readiness and alignment with succession goals.
- Maintain an emergency succession contingency plan to address unforeseen circumstances, such as the sudden unavailability, disability, or death of individuals in key positions.

## **KEY SUCCESS FACTORS**

Effective succession planning depends on the active support and engagement from the Board and Key Senior Management. Adequate time and resources should be allocated for the development and mentoring of identified talent. It is also essential to regularly review, and update succession plans to ensure it remains aligned with the Group’s evolving business needs and leadership priorities.

## **REVIEW OF THIS POLICY**

This Policy shall be reviewed by the NC and updated whenever necessary to ensure its effective implementation. Any subsequent amendments to this Policy should be approved by the Board upon recommendation by the NC.

This Succession Planning Policy was approved by the Board on 12 August 2025.