



## **SUCCESSION PLANNING POLICY**

### **1. INTRODUCTION**

Succession planning is a process designed to ensure that the Company identifies and develops a talent pool of employees through mentoring, training and job rotation to replace key business leaders within the Company as those key business leaders leave their positions.

### **2. OBJECTIVES**

- 2.1. To ensure the Company is prepared with a business continuity plan in the event that the Managing Director ("MD"), senior management or key business leader resign from their positions;
- 2.2. To prepare a supply of suitable qualified employees for higher roles and responsibilities;
- 2.3. To develop career paths for employees which will facilitate the Company's ability to recruit and retain top-performance employees; and
- 2.4. To develop reliable procedures and ensure that these procedures are applied systematically across the Company.

### **3. KEY POSITIONS**

The key positions referred to in the Succession Planning Policy are:

- a) Board members;
- b) Managing Director;
- c) Executive Director;
- d) Financial Controller; and
- e) Head of Departments.

### **4. ROLES AND RESPONSIBILITIES**

- 4.1. Both the Board and the MD have essential role to play in succession planning.
- 4.2. The Board is responsible for succession planning for the MD position. The Board should hire or internally promote the new MD, when the existing MD leaves, and ensure the new MD has the required skills to implement the Group's mission and vision.
- 4.3. The MD is responsible for ensuring a succession plan is in place for other key positions in the Company with the assistance from the senior management team.

### **5. SUCCESSION PLANNING PROCESS**

- 5.1. A primary responsibility of the Board is planning for MD succession and overseeing the identification and development of executive talent.
- 5.2. The Board, with the assistance of the Nomination Committee, the MD and Human Resource Department, would oversee the executive officer development and corporate succession planning for the key positions.
- 5.3. The Board works with the MD to form the succession plan. The succession plan should cover the identification of internal candidates, development plans for internal candidates, and appropriate identification process for external candidates.



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**FOCUS LUMBER BERHAD**

Registration No. 198901011405 (188710-V)

5.4. The Board maintains an emergency succession contingency plan for an unforeseen event such as death or disability occurs that prevents the MD to continue to serve for the Company. The plan would identify the individual who would act in an emergency and their responsibilities.

5.5. The Board may review development and succession planning from time to time and as at when deems necessary.

## **6. KEY SUCCESS FACTORS**

6.1. The Board, the MD and senior management support the succession planning process. This will give all employees an understanding on the importance of the succession planning to the Company.

6.2. Provision of adequate time to the selected employees for development and mentoring.

6.3. Review and update of the succession plan regularly to ensure the Company has reassessed the hiring needs.

## **7. REVIEW OF POLICY**

This Policy shall be reviewed annually by the Board and may be amended from time to time to reflect its applicability.

Reviewed and adopted on 17 April 2025.

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