



Succession Management System



Internal Sourcing



Group 1

Group Management
and Responsibility
(C-Level)

Group 2

BU Management
and Responsibility
(Management Level)



CEO / CFO

Positions
to be recruited

Head of BU



Head of BU (Sea Freight / Air Freight / Chemical / Logistics Management)

- 1) Must be no older than 56 years of age.
- 2) Must possess a bachelor's degree or higher (CFO candidates must hold a degree in Accounting or Finance with knowledge of accounting standards and tax laws).
- 3) Must have at least 10 years of work experience.
- 4) Must have at least 10 years of experience in managing logistics businesses (CFO candidates must have experience in managing or understanding accounting and financial management processes).
- 5) Must have previously held positions such as Managing Director, Executive Director, or General Manager.
- 6) Must be well-regarded by management and staff within the organization.
- 7) Must have a performance evaluation for the past 5 years (at an Excellence/Good level).
- 8) Evaluation criteria for comparing candidates for the program is as follows:

| Components | Weighting |
|--|-----------|
| 1. Past performance results | 30% |
| 2. Competency assessment results | 20% |
| 3. Leadership and management skills assessment results | 20% |
| 4. 360-degree evaluation results | 20% |
| 5. English proficiency assessment results | 10% |

- 9) Seek consent from candidates who meet the evaluation criteria.

The CEO will select candidates and present the list to the Nomination and Remuneration Committee for final consideration.

Target Group



Selection Criteria for Program Eligibility

General Manager / Senior Manager

- 1) Must be between 45 - 50 years of age.
- 2) Must possess a bachelor's degree or higher.
- 3) Must have at least 10 years of work experience.
- 4) Must have at least 10 years of experience in managing logistics businesses.
- 5) Must have previously held positions such as General Manager / Senior Manager.
- 6) Must be well-regarded by management and staff within the organization.
- 7) Must have a performance evaluation for the past 5 years (at an Excellence/Good level).
- 8) Evaluation criteria for comparing candidates for the program is as follows:

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Weighting 60/30/10

Weighting 80/20

- 1) 60% BU Management and Responsibility
- 2) 30% Comprising:
 - 2.1) 15% Project Assignment
 - 2.2) 15% Performance
- 3) 10% Competency

**Performance
Evaluation Criteria
for Compensation
Payment**

- 1) 80% Comprising:
 - 1.1) 60% BU Management and Responsibility
 - 1.2) 20% Special Assignment
- 2) 20% Competency

| Components | Weighting |
|--|-----------|
| 1. Past performance results | 50% |
| 2. Competency assessment results | 20% |
| 3. Leadership and management skills assessment results | 15% |
| 4. 360-degree evaluation results | 15% |



**Evaluation
Criteria for
Suitability After
the Program**

| Components | Weighting |
|--|-----------|
| 1. Past performance results | 50% |
| 2. Competency assessment results | 20% |
| 3. Leadership and management skills assessment results | 15% |
| 4. 360-degree evaluation results | 15% |

Individual Development Plan (IDP)

- 1) Business Acumen Course
 - Knowledge Transfer by Head of BU
- 2) Managerial Competency based Training Course
 - Leadership
 - Strategic Management
 - Change Management
 - Problem Solving & Decision Making
 - Share Vision & Values
 - Sustainability
- 3) Management Development Program
 - MDP Program
- 4) On-the-job Training
 - Project Assignment
 - Work Shadowing
 - Consulting
 - Site Visiting
 - Coaching

**Development
Approach**

Individual Development Plan (IDP)

- 1) Business Acumen Course
 - Knowledge Transfer by Head of BU
- 2) Managerial Competency based Training Course
 - Leadership
 - Strategic Management
 - Change Management
 - Problem Solving & Decision Making
 - Share Vision & Values
 - Sustainability
- 3) Management Development Program
 - LDP Program
- 4) Management Development Program
 - MDP Program
- 5) On-the-job Training
 - Project Assignment
 - Coaching
 - Consulting
 - Job Enlargement
 - Job Enrichment