| IT CITY | **Recruitment Process for the Chief Executive Officer (CEO)**<br>**and the Required CEO Skill Matrix** |
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In recruiting a Chief Executive Officer (CEO) or equivalent senior executive, the company places great importance on establishing a Competency Framework aligned with its mission, vision, and growth trajectory. This framework must encompass an in-depth understanding of the technology retail business, the management of human and financial resources, and the drive for digital innovation, all underpinned by sound corporate governance and social responsibility. By doing so, the CEO recruitment framework becomes the foundation for accurately selecting and assessing candidates in accordance with the organization's strategic objectives.

## 1. Qualifications of the Chief Executive Officer (CEO)

### 1.1 Qualifications

- Hold a master's degree or higher in a relevant field
- At least 10 years of senior management experience in the IT retail industry or a related business
- Demonstrate leadership, visionary thinking, integrity, and ethical conduct, with a positive attitude toward the organization, free from gender or racial discrimination
- Maintain a transparent work history and possess no disqualifying characteristics as defined by the SEC's regulations
- Possess knowledge and understanding of the requirements of the SEC and the Stock Exchange of Thailand (SET)

## 2. Recruitment Process for the Chief Executive Officer (CEO)

2.1 The Nominating and Remuneration Committee selects suitable candidates by screening their qualifications and the required competency framework, sourcing from both internal and external candidates.

2.2 The Nominating and Remuneration Committee invites those who pass the preliminary screening to interviews and vision presentations.

2.3 The Nominating and Remuneration Committee presents a single candidate to the Board of Directors for appointment consideration.

2.4 If the Board of Directors does not approve the proposed candidate, the matter is returned to the Nominating and Remuneration Committee.

## 3. Core competency framework required for the recruitment of the Chief Executive Officer (CEO)

### 3.1 Leadership Skills

**1) Strategic Vision**

The ability to define the organization's mid- and long-term direction, consistently aligned with shifting technology trends and consumer behaviors. The leader must anticipate future opportunities and challenges, then design a strategic plan that is both flexible and clear, enabling the company to adapt to market volatility and continuously maintain its competitive edge. This process relies on insights from analyzing emerging trends and monitoring customer behavior as the primary drivers for planning and critical decision-making to foster sustainable long-term growth.

**2) Team Building and Developing Others**

Ability to recruit high-potential talent (Key Talents) and design a flexible organizational structure that can swiftly adapt to change, while establishing continuous coaching and mentoring systems to transfer essential knowledge and skills to emerging leaders, foster a learning culture, and promote career growth opportunities—thereby preparing the team to meet future challenges and sustainably maintain the organization's competitive advantage.

**3) Decision-making under uncertainty**

Experience in conducting multidimensional deep-data analyses—covering market trends, competitor behaviors, and technological advancements—to inform precise strategic decisions; expertise in designing robust risk-management frameworks with ongoing monitoring and evaluation of key risk factors; and the ability to draft and implement contingency plans (Plan B/Plan C) immediately when faced with unforeseen circumstances, supported by past case studies or achievements that demonstrate rapid strategic adaptation and decision-making during crises.

### 3.2 Strategic & Business Planning

In recruiting leaders in Strategic & Business Planning, candidates must have the ability to define short-, medium-, and long-term business directions based on competitive and IT retail market analysis, coupled with comprehensive business expansion planning through strategic partnerships and M&A, as well as managing product and service portfolios in alignment with the product/service lifecycle to balance growth and sustainability, all integrated with clear KPIs and an evaluation framework capable of measuring plan success concretely.

**3.3 Financial Acumen**

In the recruitment of a company leader in finance and budgeting, the candidate must have expertise in analyzing financial statements in depth, including balance sheets, income statements, and cash flow statements, to assess liquidity, performance, and the capital structure of the organization comprehensively. The candidate must also be able to draft an annual budget aligned with the business strategy, define financial KPIs to track spending efficiency and returns continuously. A financial leader must possess skills in tax planning, cost management, and controlling expenses to meet targets. Furthermore, they should have experience in negotiating loan conditions or raising funds through various channels, as well as managing debt and financial risks, to ensure the company can maintain liquidity and generate sustainable long-term returns.

**3.4 Digital & IT Proficiency**

In the recruitment of a company leader in Digital Technology & IT Proficiency, the candidate must have a deep understanding of leveraging information technology to enhance operational efficiency, from designing and implementing ERP/CRM systems to integrate internal organizational data, to using Business Intelligence tools and Big Data Analytics for in-depth analysis and market trend forecasting. Additionally, the candidate must have expertise in establishing information security policies based on international standards to protect the company's critical data. Moreover, the digital leader must be able to drive transformation projects systematically, nurturing a culture of learning new technologies and encouraging the team to adapt to modern tools and platforms, ensuring the company maintains a sustainable competitive advantage in the digital era.

**3.5 Communication & Stakeholder Management**

Communication and image skills are vital for organizational leaders, as clear and credible communication fosters understanding and trust both internally and externally. Leaders must be able to convey the organization's vision, strategies, and performance accurately to the board of shareholders, investors, and senior management. Simultaneously, they need to communicate key policies and strategic goals to employees at all levels, ensuring their understanding and active participation in driving the organization toward its objectives. Additionally, leaders must have the ability to manage relationships with external stakeholders, including customers, business partners, and the media, in alignment with the organization's values, thereby enhancing confidence and strengthening IT City's brand value as a sustainable leader in technology.

**3.6 Sustainability**

In the recruitment of a company leader in sustainability, the candidate must have a deep understanding of ESG (Environmental, Social, Governance) principles and the ability to develop strategies that reduce environmental impact while promoting the quality of life for communities and employees. The leader should have experience in establishing policies and measures for efficient management of energy, resources, and waste, as well as aligning sustainability goals with the supply chain to create value for stakeholders. Additionally, the leader must be able to report progress in sustainability in accordance with international standards such as GRI or SDGs, and use analytical data to continuously improve processes. This will help enhance the company's image as one that is genuinely responsible towards society and the environment.

**3.7 Innovation & Change Management**

Innovation skills within an organization focus on creating a culture that embraces experimentation and learning. Leaders must be able to design spaces and processes (such as Innovation Labs or Incubators) to encourage the team to brainstorm new ideas using methods like Design Thinking and Agile Sprint. This includes identifying Pain Points and rapidly testing prototypes. Additionally, leaders should establish Innovation KPIs, such as the number of successfully developed projects, implementation rates, and the return on innovation, to foster continuous learning cycles and tangible results that contribute to the organization's growth.

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