

Succession Plan

Key Performances

Succession Pipeline

Hotel Business:

 **66**
Persons

Successors

71%
of key positions

Succession Pipeline

Food Business:

 **45**
Persons

Successors

71%
of key positions

Management Approach

The Company has established plans to develop employee capabilities and strengthen leadership among high-potential employees in order to build a systematic human resource management and talent acquisition framework. This approach supports succession for key positions that play a critical role in driving the organization and ensuring business continuity. In this regard, the Nomination and Compensation Committee is responsible for preparing and reviewing the succession plan for executive officers and senior management on an annual basis. The process is guided by clear, transparent, and non-discriminatory qualification criteria to ensure the greatest benefit to the organization.

Hotel and Food businesses conduct risk assessments for critical and key positions. Employee potential and performance are evaluated using the 9-box Grid technique to identify and select high-performing and high-potential employees aligned with the Company's short- and long-term business direction. In addition, the Company has designed tailored development programs based on individual development needs in alignment with business strategies, aiming to strengthen overall readiness in leadership, strategic skills, and management capabilities. In the hotel business, potential employees are assigned special projects under the guidance of their supervisors, providing opportunities to demonstrate their potential and gain experience through real business challenges. For the food business, development initiatives include the Executive Development Program for manager-level employees and above, as well as the Talent Program for high-potential employees, both designed to prepare them for future leadership roles.

