

POLICY ON SUCCESSION PLANNING

1. OBJECTIVE

This policy is intended to address Today's Writing Instruments Limited hereinafter refer to as "the Company". 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 and when key business leaders leave their positions.

- 1.1 To ensure the Company is prepared with a plan to support operation and service continuity when the Managing Director ("MD"), senior management or key business leader leave their positions;
- 1.2 To prepare a supply of suitably qualified and motivated employees for higher roles and responsibilities;
- 1.3 To develop career paths for employees which will facilitate the Company's ability to recruit and retain top-performing or high talent employees;
- 1.4 To deliver a message to the Company's employees that they are valuable; and
- 1.5 To develop reliable assessment procedures and ensure that these procedures are applied systematically.

2. SCOPE

- This policy is applicable to all employees of Today's Writing Instruments Limited.
- The policy will be effective from **01.12.2015**.
- This policy supersedes all previous leave policies / guidelines prevailing in the Company and all other sister concerns.
- This policy shall remain in force until amended by the Management.

3. ROLES AND RESPONSIBILITIES

3.1 Both the Board, Senior Management and the MD have pivotal roles to play in succession planning;

3.2 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 and implicated employees.

3.3 Steps to execute Succession Planning

3.3.1 Identify Key / critical positions in each Function / Division / Department.

3.3.2 Determine the required job Competencies for selected key positions.

3.3.3 Determine the likelihood of these positions getting vacant in future.

3.3.4 List down competency profile of the selected employees (through competency mapping).

3.3.5 Analyse and match the competencies between the selected position & Employees who closely match the required competencies.

3.3.6 Decide on two successors for the selected position.

3.3.7 Employee with closest match to competency requirements of position will be the first successor to the position.

3.3.8 The second successor will be the one with the second closest competency match to the position requirements and so on.

3.3.9 Track overall progress.

4. DEVELOPMENT AND SUCCESSION PLANNING PROCESS

4.1 The primary responsibility of the MD is planning for succession and overseeing the identification and development of executive talent.

4.2 The Board, working with the MD and Human Resources department, oversees executive officer development and corporate succession plans for executive officers to provide for continuity in senior management.

4.3 The Board works with the MD to plan for MD succession. The succession plan covers identification of internal candidates, development plans for internal candidates, and appropriate identification of external candidates.

4.4 The Board annually reviews the MD succession plan. The criteria used to assess potential MD candidates are formulated based on the Company's business strategies, and include strategic vision, leadership, and operational execution.

4.5 The Board maintains an emergency succession contingency plan in case of occurrence of an unforeseen event such as death or disability occurs that prevents the MD from continuing to serve. The plan identifies the individuals who would act in an emergency and their responsibilities. The contingency plan is reviewed by the Board annually and revised as appropriate.

4.6 The Board may review development and succession planning more frequently as it deems necessary.

5. KEY FACTORS

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

5.2 Adequate time would be provided to the selected employees for development and mentoring; and

Review and update the succession plan regularly to ensure the Company has reassessed the hiring needs and determine whether the development progress of the selected candidates

6. EXCEPTIONS TO THE POLICY

- Any exceptions must be approved by the MD.