

IRPC Performance Management

A decorative graphic in the bottom right corner consisting of two concentric, partial arcs. The outer arc is light blue and the inner arc is a slightly darker shade of blue.



1 Corporate Strategy (STS#1)

- SP Prepare and Set up
- Top Team/ MC Challenge
- BOD Approve

Func.STS align with Corp. Strategy (Survival & Resilience)



2 Functional Strategy (STS#2)

SP prepare value driver tree



4 Value Driver Tree

CCM Functional KPI 2021: Value Driver Tree Concept

CCM KPI 2021

Category	Item	Target	Actual	Variance	Unit
Financial Performance	01. EBITDA (M\$)	10,000	10,000	0	M\$
	02. Cost Control (M\$)	10,000	10,000	0	M\$
	03. Customer Satisfaction (%)	90%	90%	0	%
	04. Employee Engagement (%)	80%	80%	0	%
Operational Performance	05. Production Volume (M\$)	10,000	10,000	0	M\$
	06. Operational Availability (%)	90%	90%	0	%
	07. Energy Intensity Index (EII) (%)	80%	80%	0	%
	08. Safety Incident Rate (SIR) (%)	80%	80%	0	%
Sustainability & Social Responsibility	09. Carbon Footprint (M\$)	10,000	10,000	0	M\$
	10. Water Usage (M\$)	10,000	10,000	0	M\$
	11. Waste Management (M\$)	10,000	10,000	0	M\$
	12. Community Development (M\$)	10,000	10,000	0	M\$

5 Functional KPI

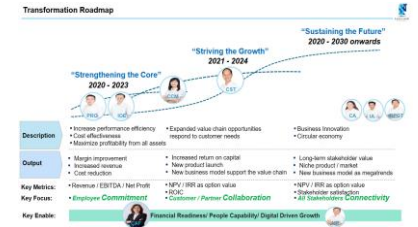
CEO's KPI

- SP challenge and align Func. KPI with policy and corporate KPI
- Function consider and review

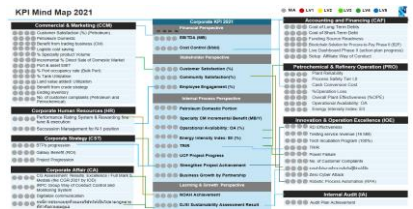
Planning (SP) Responsibility

- Recommend KPI to align functional strategy
- Challenge KPI and target to compare with peers and benchmarking
- Balance %wt deployment to focus with function owner

SP review and consolidate



6 KPI Alignment Workshop



9 Tracking and Monitoring

SP tracking and report in VP Meeting

- Monthly corp. KPI
- Quarterly KPI mind map and recommendations



8 i-Connect Registration

- Deploy to sub ordinate
- Record in iConnect

Corporate KPI 2021

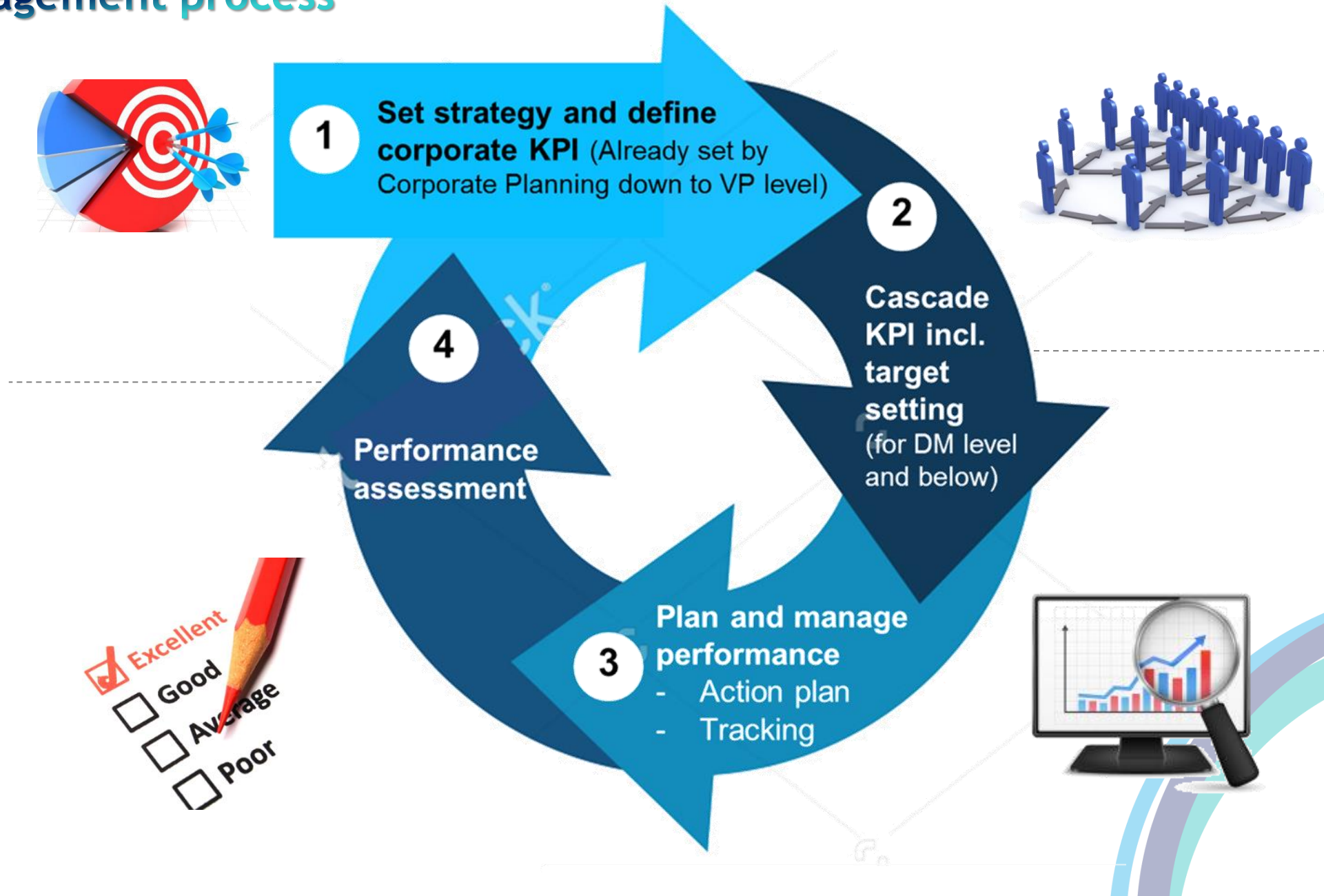
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7 Signing Agreement

- MC Challenge
- SP prepare final for sign

Key Activity	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 st KPI Alignment Workshop													
2 nd KPI Alignment Workshop 1													
Individual KPI Alignment Workshop (by func.)													
MC KPI Cascading & Signing													
VP KPI Cascading & Signing													
Individual KPI Cascading													
KPI Platform (i-Connect)													
STAR KPI Quarterly Report <i>** report Corp. KPI in VP Meeting every month</i>													
Corporate KPI set up													
Benchmark with Worldwide and PTT group (TOP/GC/PTT) / competitors													
Propose Corporate KPI Y2022 to CEO/ Top Team													
KPI to BOD													
Functional KPI set up													
Functional KPI Roadshow													
Corp. KPI and Func. KPI alignment													
KPI Alignment Workshop Y20													
MC KPI Cascading & Signing													

Strategic Evaluation & Control : Effective performance management process



Strategic Objective Mapping to Corporate KPI 2022

Internal Process
45%

Way

Objective

Existing	Core Uplift	Operation Excellence			
		Refinery Solution			
		High Value Added			
New	Adjacent	Step Out	Maximum Petchem	Business Value Chain	Sustainable Business Corporate Start up, CVC, Partnership

Corporate KPI 2022

Operational Excellence	10%
UCF Project Achievement	10%
Specialty Product	10%
Strategic Project	10%

Financial
20%

Enablers

Financial & Funding	Increase profitability			
	The river of 2 streams			

EBITDA	25%
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Learning & Growth
15%

People & Core Value	Talent Readiness	Performance System	Core Value
Process Governance	Rolling The Wheel (RTW)		RPA Process

Talent Readiness	10%
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Process and Digitalization	5%
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Stakeholder
20%

Sustainability Driver

E nvironment S ocial G overnance	Deliver value to all stakeholder living			
	Sustainability growth and balance			

Stakeholder Satisfaction	10%
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DJSI Sustainability Assessment	5%
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KPI Indicators 2023	%Wt.
Financial Perspective	25%
1. EBITDA	25%
Stakeholder Perspective	15%
2. Stakeholder Satisfaction	5%
<ul style="list-style-type: none"> Customer Satisfaction Community Satisfaction Employee Engagement Investor Relations 	
3. Sustainability Pathway	10%
<ul style="list-style-type: none"> DJSI Sustainability Assessment Result GHG Emission 	5%
Internal Process Perspective	50%
4. Operational Excellence	10%
<ul style="list-style-type: none"> Operational Availability TRIR 	5%
5. Refinery Resilience Implementation	10%
<ul style="list-style-type: none"> UCF Project Achievement Petroleum Domestic 	5%
6. % Specialty Product	10%
7. Strengthen	10%
8. New Stream Project	10%
Learning & Growth Perspective	10%
9. Cyber Security Scorecard	5%
10. Talent Development	5%



Management by objectives

IRPC set up performance management system approach resulting from individual KPIs for all employees, supported by an annual performance appraisal process which superiors and employees can review individual performance as continuous review on the system during the year



Multidimensional performance appraisal

All management employees with subordinates are subject to Leadership Assessment by Korn Ferry (360 degree feedback) having 7 topic to be evaluated (Drivers, Awareness, Capacity, Derailment Risks, Experience, Learning Agility and Leadership Traits) which the results from the evaluation are used to improve the capacity of leadership and be able to drive the company performance including be able to input for career management. In addition, all employees have to complete IRPC DNA Assessment (180 degree) which are assessed by supervisor and colleagues.

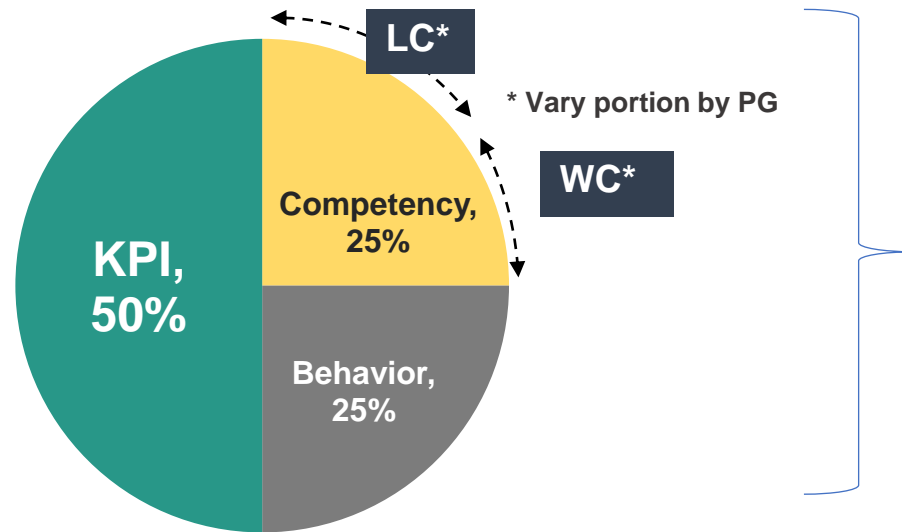


Agile conversations

IRPC conduct 1:1 Meeting for all employees in order to monitor employee performance, career expectation and development, performance review, and work-life balance approach through both formal and informal methods. The objective is to encourage to ensure employees can achieve the target as planned. Line managers have to key the result into the system with final consensus and approve through HR system.

100%

Applied for
all employees



Variable Bonus for IRPC

The company set a fair compensation policy that corresponds to the company's short- and long-term operating results. At the beginning of each year, guidelines for determining KPIs at the enterprise, departmental and individual levels will be agreed upon. Employees' performance will be assessed using KPIs and Competency, and the payment of Variable Bonuses for senior executives will be based on their performance.

PMS System	PG 6 Down	PG 7-8	PG 9-12	PG 13 Up
KPI	50%	50%	50%	50%
Competency	25%	25%	25%	25%
• Leadership Competency (LC)	10%	10%	15%	25%
• Work Competency (WC)	15%	15%	10%	-
Behavior	25%	25%	25%	25%

THANK YOU