

IRPC Performance Management

A decorative graphic in the bottom right corner of the slide, consisting of two overlapping, curved lines. The inner line is a light teal color, and the outer line is a light purple color, together forming a partial rainbow arc.



1 Corporate Strategy (STS#1)

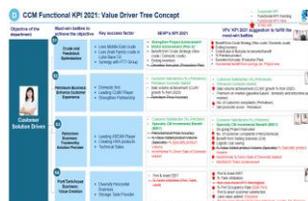
- SP Prepare and Set up
- Top Team/ MC Challenge
- BOD Approve

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



2 Functional Strategy (STS#2)

SP prepare value driver tree



4 Value Driver Tree

5 Functional KPI

3 Corporate KPI

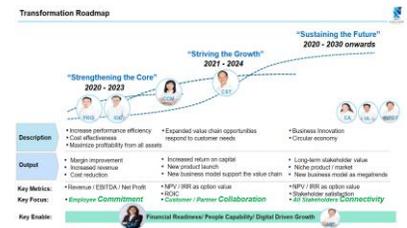
CEO's KPI

- 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



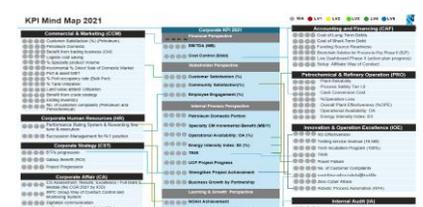
6 KPI Alignment Workshop

- Deploy to sub ordinate
- Record in iConnect



8 i-Connect Registration

- SP tracking and report in VP Meeting
- Monthly corp. KPI
 - Quarterly KPI mind map and recommendations



9 Tracking and Monitoring

7 Signing Agreement

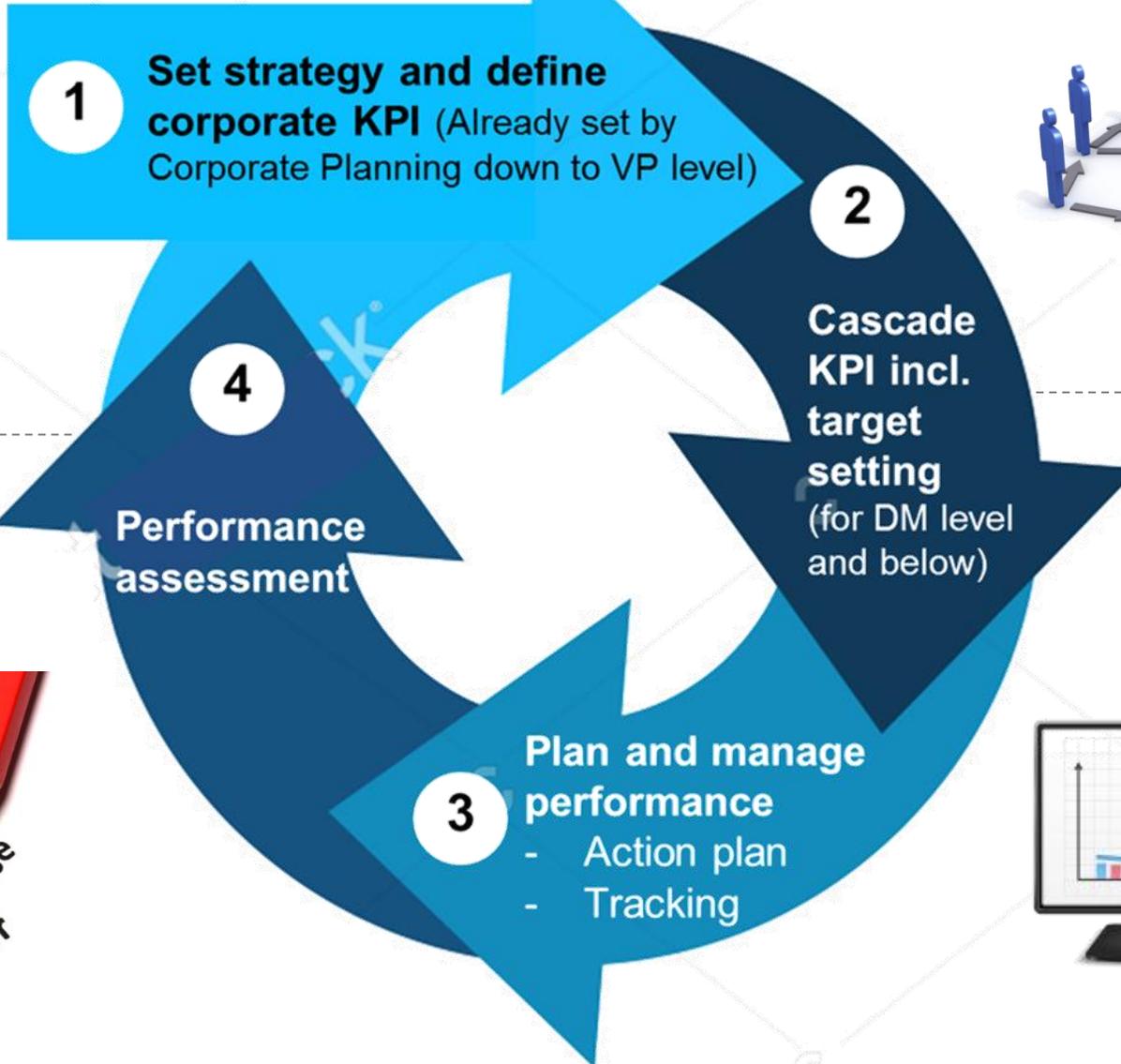
- MC Challenge
- SP prepare final for sign

KPI Team Timeframe



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



		Objective	Corporate KPI 2022	
Internal Process 45% Way	Existing	Operation Excellence	Operational Excellence 10%	
		Refinery Solution	UCF Project Achievement 10%	
		High Value Added	Specialty Product 10%	
	New	Adjacent Step Out Maximum Petchem Business Value Chain Sustainable Business Corporate Start up, CVC, Partnership	Strategic Project 10%	
Financial 20% Enablers	Financial & Funding	Increase profitability	EBITDA 25%	
		The river of 2 streams		
Learning & Growth 15%	People & Core Value	Talent Readiness Performance System Core Value	Talent Readiness 10%	
	Process Governance	Rolling The Wheel (RTW) RPA Process	Process and Digitalization 5%	
Stakeholder 20% Sustainability Driver	Environment Social Governance	Deliver value to all stakeholder living	Stakeholder Satisfaction 10%	
		Sustainability growth and balance	DJSI Sustainability Assessment 5%	

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.

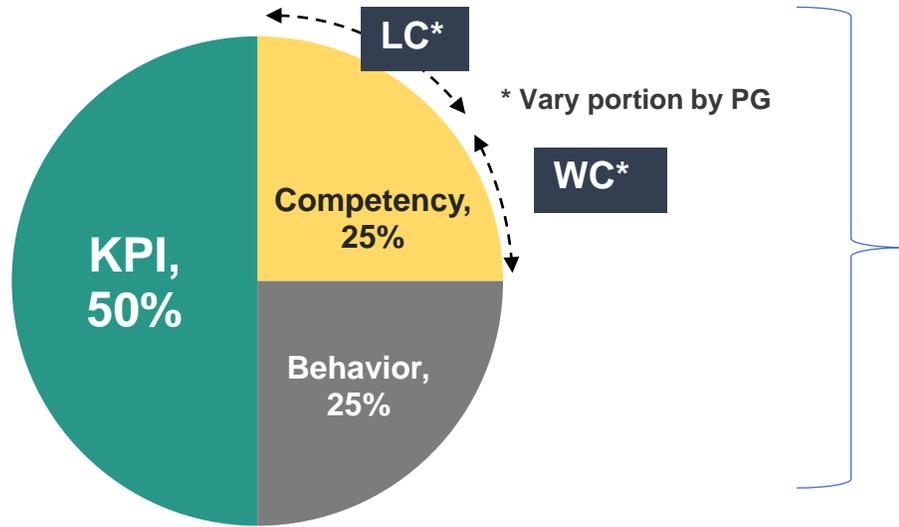


Agile conversations

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