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Chapter 1 : Procurement Policy and Strategy

Supply Chain Management

IRPC is highly committed on strategizing for procurement strategy that focuses on product and service quality, setting risk management process that covers environmental, social, and governance (ESG) aspects in order to align management with risk level with consideration of quality, quantity, delivery of products and services as well as minimum compliance to labor law, environmental law, and other quality management systems to protect and mitigate risks that may impact quality, quantity, delivery of products and services, and trust of stakeholders to the company's operations. IRPC also prepares IRPC's Supplier Sustainable Code of Conduct for suppliers and IRPC's Purchaser Code of Conduct for its employees in order for both suppliers and employees to strictly adhere to. Both documents contain contents including operational guidelines under regulations and other related law, which cover such aspects as business ethics, human rights, occupational health and safety, and environment.

Supplier Risk Assessment

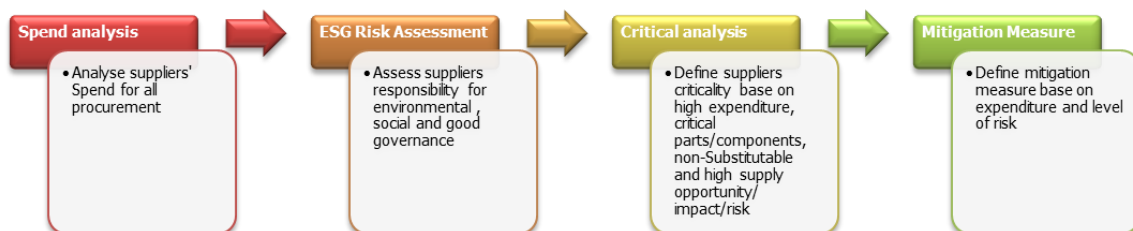
IRPC group conducts supplier risk assessment while taking into account environmental, social, and governance impact based on the importance of suppliers using 4 step analysis as follows:

- 1) Spend Analysis covers all types of procurement activities, spending of every supplier, and top spenders
- 2) ESG Risk Assessment focuses on identifying sustainability risks in the procurement process, for example, child and forced labor, purchase of chemical that contains prohibited substances, etc.
- 3) Supplier Criticality Analysis using following criteria
 - 3.1) HIGH EXPENDITURE
 - 3.2) COVERED CRITICAL PARTS/COMPONENTS
 - 3.3) NON-SUBSTITUTABLE
 - 3.4) STREATEGIC RELATIONSHIP: PARENT COMPANY

4) Conducting Supplier Risk Mitigation Measures based on result of risk assessment and supplier criticality analysis to equip IRPC with readiness to deal with high risk and critical suppliers. Such measures include

4.1) Critical Suppliers refer to those with high expenditure, high risk, non-substitutable products, and critical parts/components. These suppliers are classified as High Risk Tier 1 Supplier, which needs to be audited annually. Auditing methods include on-site visit and employee interviews. Moreover, suppliers must set up mitigation plan and guideline to reduce possible impact as well as align their operations with IRPC supplier procurement management manual to ensure that risks are properly managed within the level that do not impact business, society, and the environment.

4.2) Non-Critical Suppliers refer to those with medium to low expenditure, medium to low risks, and not classified as High Risk Tier 1 Supplier. However, these suppliers must undertake supplier evaluation or be audited in line with IRPC supplier procurement management manual and assessed by relevant functions such as Safety, etc.



Supplier Management

IRPC group prepare IRPC supplier procurement management manual for suppliers to adhere to and be able to respond to an increasing demand of products, achieve targets, maintain quality of the products and good relationship between suppliers and IRPC as well as build awareness among suppliers regarding IRPC's firm position on sustainability.

IRPC have standards for supplier selection, evaluation, and inspection that are fair, transparent, and adhere to principles of business security and trust among partners as well as ability to respond to the needs of IRPC. IRPC's

supplier management includes IRPC Approve Vendor List/Approved Contractor List (AVL/ACL) for supplier selection using pre-qualification questionnaire to assess supplier's capability in terms of readiness, production capacity, logistic, safety, occupational health and environment, industrial standards, and supplier's ability to adhere to IRPC sustainable procurement management manual and supplier manifest management under the supervision of supplier manifest committee and working team. Additionally, IRPC increases confidence in supplier's operations for those, who adhere to IRPC's sustainable procurement management manual.

Moreover, in order to manage risks in logistics, IRPC has stipulated in the Term Of Reference (TOR) that all suppliers' operations must comply with related legal regulations and be under IRPC's supervision to ensure compliance, especially, those tasks with such risks as safety, occupational health and environment, etc. IRPC also conducts Contractor SSHE Management program to assess contractors' risk to be able to select suitable contractors. For those, who fail to pass the assessment, will not be selected

Supplier Evaluation

IRPC has, in place, supplier evaluation to assess risks, set mitigation measures, and post-assess after correction, with consideration to quality, quantity, safety in the production process, and basic delivery criteria as well as minimum requirements of labor law, environmental law and other management standards, for example, ISO 9001, ISO 14001, OHSAS 18001, etc.

SSHE Management for Supplier

IRPC has developed SSHE management system for suppliers and contractors to be used as guideline to control and manage suppliers' operations, consisting of critical components, include

- Integration of SSHE selection criteria into current procurement process
- SSHE risk identification and assessment for contractors, define SSHE responsibilities, operational control guidelines, and contractors' SSHE effectiveness report.

- Development of programs to promote improvement of SSHE management efficiency for contractors. For example, SSHE evaluation system for contractors during major turnaround period, SSHE training for contractors, especially for those with specific risks, and SSHE suggestion for contractors, etc.
- Communication of SSHE expectation for contractors via various channels in order to build awareness, improve, and prepare readiness in response to IRPC's needs
- Preparation of contractor safety management manual to control and manage safety for contractors operating within IRPC's industrial zone.

Supply Chain Management Collaboration

IRPC is committed to improving its procurement for the better by taking the opportunity in collaborating with other companies in the PTT group. For example, PTT P & R GROUP PROCUREMENT EXCELLENCE PROJECT (PEP) และ PROCUREMENT CAPABILITY DEVELOPMENT PROJECT (PCD). In addition, IRPC also has other collaborative programs with customers and suppliers to increase competitiveness and empower supply chain as well as reduce costs and strengthen sustainability in the supply chain.

Local Procurement

IRPC supports local procurement (Local means within Rayong province) and promotes procurement from the area where the operations are located in order to support the economy, create jobs and income for the people. Other advantages include lower costs and faster logistic. This showcases IRPC's commitment to build long term relationship with communities, in which results in trust from communities. Additionally, IRPC is supporting all suppliers to be responsible to the society, communities as well as to source for products and services locally in order to reduce costs and promote local procurement.

Chapter 2 : Purchaser Code of Conduct

1. Objectives

For procurement staff at IRPC and its subsidiaries to uphold as ethical and act framework to operate with honesty and transparency adhering to the company's benefits and treating all suppliers with equality. Procurement includes hiring, renting and providing any services to other companies.

2. Code of Conduct

All procurement staff will now be referred to as "Employee" must strictly uphold and operate accordingly to the Code of Conduct as followed

2.1 Conflicts of Interest

Conflicts of Interest in the procurement process may occur when employees value their own interests more than that of the company or as a result of business reciprocation includes using authority as assigned by the Company as the buyer to call for other benefits. (Property / goods) from the seller.

Example of Conflicts of Interest

1. Any benefits that may impact employee's decision making ability to select seller, product, or negotiate with any seller
2. Disclosure of the company's confidentiality
3. The use of company's property or intellectual property for their own benefits
4. Any benefits that employees may receive from purchasing agreement with seller.
5. Procurement of goods with relatives, close friends or any company that employees have any kind of relationship with.

Types of Conflicts of Interest

1. Business Gift

Acceptance of gift valued more than 3,000 Baht from seller is considered inappropriate and not at all encouraged as this may impact the company's image and show lack of transparency and unfairness of employees, except gifts that seller intends to use for marketing purposes.

2. **Hospitality**

Employees must not request assistance, services, or purchase of goods with special discount for themselves or any family members as well as accept travel invitations, leisure services, or exchange of high value goods with seller. However, luncheon with sellers during business negotiation is occasionally acceptable, yet not regularly. In case that sellers may invite employees to join dinner events and pleasure exhibitions in special occasion, employees must receive approval from their supervisor beforehand.

3. **Party**

If employees are invited to join any party organized by sellers, where the party costs higher than normal, has entertainment activities, gives out high value voucher, and not disclosed by seller, will be considered as conflicts of interest. Employees must inform their supervisor beforehand.

4. **Kickbacks**

Employees must not intend, discuss, or accept bribes of all forms from seller, which could lead to the company losing benefit. Such acts is considered extreme violation of code of conduct and will be subjected to disciplinary action and may be subject to criminal prosecution. Employees must be aware at all time that bribery, not only degrade their own reputation, also degrade the company's reputation and image as well.

5. **Product Samples**

Product samples that have commercial value must be sent back to sellers, when procurement process is complete, except sellers may inform of unnecessary to return as being low value or depleted samples, e.g. chemical, etc.

2.2 Confidentiality of company information

Employees and sellers must take responsibility in keeping safe all documents and information related to the procurement process, such as technical information, material, important documents that make the company maintain the business advantages, offers from sellers, technical comparison documents, prices and any confidential documents not to be disclosed. If found violated, violators will be subjected to prosecution.

2.3 Social and Environmental Responsibility

To comply with the corporate social responsibility and environment policy announced by the company, employees must:

- 2.3.1 Regularly coordinate between sellers and research and development office and/or operations and/or QSHE regarding regulations or quality of products and services as well as closely monitor social and environmental impact evaluations and every effort must be made to ensure that products and services are sustainably acquired.
- 2.3.2 Contact sellers, who remain ethical and are aware of social and environmental responsibility. Avoid sellers, who act unethically, for example, using oppressive force on labors, not providing good working conditions, unaware of labor rights, corruptive behavior, lack of business transparency, leak out confidential information, offer unreasonably low price to undercut competitors, threatening behavior, etc.
- 2.3.3 Request collaboration from sellers to organize social and environmental activities in line with the company's objectives of business sustainability.

3. Other Regulations

3.1 Supplier Relationship

- 3.1.1 Employees must keep confidential any information received for the sellers. For example, pricing information, patents, production schedule and product information. These can only be disclosed when approved
- 3.1.2 Employees must call for price inspection, comparison, quality, and other conditions to ensure fair competition and avoid "Covert Auctions", which is considered as a fraudulent action, meaning that when the price offered by the 1st seller is disclosed in order for the 2nd seller to counter offer, then using the price offered by the 2nd seller to negotiate with the 1st seller in order to get lower prices, etc.
- 3.1.3 Employees must maintain un-bias relationship with all business partners, not request or accept all kind of gifts that can be seen as a corruptive actions.
- 3.1.4 Employees must perform towards all sellers with equality and fairness, e.g. all sellers are to be informed of the bidding events at the same time
- 3.1.5 Employees must be transparent in Criteria of Invitation to Tender to encourage fair competition

- 3.1.6 Employees must be transparent in evaluating bids and evaluating the successful supplier
- 3.1.7 Employees must protect the company's confidential information during contacting with the sellers including seller's offer prices.
- 3.1.8 Employees must strictly comply to all terms and conditions
- 3.1.9 Employees must inform suppliers beforehand, if any conditions cannot be complied, in order to find solutions together based on reasonableness.
- 3.1.10 The company is not to take advantages from suppliers and is to take into account benefits and damages that may occur in terms of reputation and images of the company
- 3.1.11 Employees must equally provide sellers with right, clear, and complete information.
- 3.1.12 Employees must take in all suggestions, concerns from suppliers
- 3.1.13 Negotiation must be done based on business relationship that is justified and can be evidently proven.

3.2 Relationship with Internal Customers

- 3.2.1 All procurements must be of interest to the company with stipulations that all procurements meet requirements in terms of quality, price, quantity, time, and awareness of the company's SSHE policy.
- 3.2.2 Employees must have a good advanced procurement plan in order to avoid unreasonably urgent procurement.

3.3 Duties

- 3.3.1 Employees must officiate with professionalism, fairness, and refuse any inappropriate offers or suggestion in exchange for personal interests in the procurement process.
- 3.3.2 All procurement processes via relatives, close friends, or companies, where employees have any kind of relationship with, employees must immediately inform their supervisors in assign other employees to replace them.
- 3.3.3 The management must counsel, suggest with utmost discretion and listen to the employees' voices

- 3.3.4 The management by authority must control, assess, and supervise that all processes are strictly aligned with the code of conduct. If found violated, investigation must be carried out and disciplinary actions must be taken.
- 3.3.5 Encourage procurements from Thai entrepreneurs or the company's subsidiaries.
- 3.3.6 Support systematic procurements, technically correct with strict control and modification in line with changes in the business.

3.4 Communications

- 3.4.1 Employees are prohibited to give out personal information or family members' to the seller, e.g. address, telephone number, bank account number, or email address.
- 3.4.2 Employees are prohibited to give out company's information or contact sellers via their personal email addresses in all cases, except being approved by the managers
- The company's telephone numbers, mobile phone numbers, and email addresses are to be used only in business related tasks
- 3.4.3 Employees are allowed to directly give out information related to their tasked. Disclosure of unrelated information will be considered as ethical violations.
- 3.4.4 Employees must notify the seller of the terms of the communications agreement established by the Company

Chapter 3 : IRPC's Supplier Sustainable Code of Conduct

IRPC is committed to conduct its businesses with fairness, legality and good corporate governance, coupled with social and environmental supports in order to create balance in all aspect and live together sustainably. IRPC also publically disclose the policy and encourage suppliers to implement such principles to extend to the broader boundary. Therefore, in order to have the same understanding, IRPC prepared this manual to be referred to as a guideline for suppliers and require suppliers to conduct same sustainable practice and should have Sustainable Procurement Policy in place as IRPC. However, should suppliers choose not to comply with the manual, IRPC reserves the rights to take any actions to those suppliers as seen appropriate. Such actions will be considered based on possible impact and damages.

Scope of Application

This IRPC Supplier Sustainable Code of Conduct is applied to enforce all supplier and contractor including their employee and sub-contractor or supplier of supplier as well as supplier of contractor

Supplier's Code of Conduct

1. Business Code of Conduct

IRPC is focused to conduct its business in compliance with law and other related regulations both direct and indirect with honesty, ethics, transparency and stand against all forms of corruptions. All products and services acquired must be of quality, which give the company maximum benefits and fair to all stakeholders. Business Code of Conduct includes

- 1.1 Maintain trade confidentiality
- 1.2 Avoid any actions that may result in conflicts of interest
- 1.3 Avoid intellectual property infringement
- 1.4 Establish complain channels
- 1.5 Take part in social development and social responsibility

2. Human and Labor rights Code of Conduct

IRPC support and respect human rights principles both domestically and internationally as well as regularly monitor and ensure that the operations are not involved the violation of human rights. IRPC adhere to several principles of practices, for example, United Nation's human rights principles, and stipulate that:

- 2.1 Suppliers should respect human rights, take into account human dignity, equality, disregard differences in race, nationality, religion, gender, education, disability, and treat their employees with fairness.
- 2.2 Supplier must not use forced labors
- 2.3 Suppliers must not employ child labor and provide labors with all required legal protection.
- 2.4 Suppliers must provide salary and other benefits that employees are righteously entitled to on time. Also equal pay for equal work.
- 2.5 Suppliers must not force employees to work overtime. If necessary, this must be voluntary.

3. Safety Occupational Health and Environment

IRPC continuously give the importance to the operations that align with the quality, safety, occupational health management standard, set up and constantly review the QSHE policy includes the sustainable development guideline.

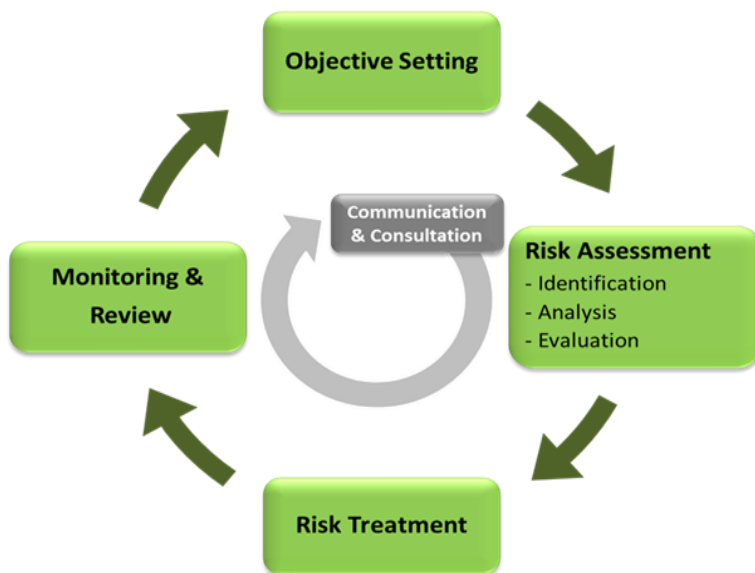
- 3.1 Suppliers must provide safe and sanitized working environment for employees and adequate and appropriate personal safety equipment.
- 3.2 In case of an emergency, suppliers must prepare readiness by setting incident evaluation, impact management measures, precautionary plan, and appreciate continuous training for employees.
- 3.3 Suppliers must have a clearly stated environmental conservation policy and commit to utilize resource in the most efficient way and conserve energy used.
- 3.4 Suppliers must strictly comply with safety, occupational health and environmental law.
- 3.5 Suppliers must ensure the installations of waste disposal and management system in the production process, appropriately control air and land emissions, and regularly monitor quality in order to ensure that waste released will not impact the environment in both short and long terms.

4. Ethics and Compliance

- 4.1 Suppliers must conduct their business with ethics and compliance to law.
- 4.2 Suppliers must conduct their business without any form of bribery.
- 4.3 Suppliers must conduct their business with fair competition.
- 4.4 Suppliers must prepare their business accounts correctly and completely
- 4.5 Suppliers must protect their customer's confidential information.

Chapter 4 : Risk Awareness

In order for employees to be fully aware of the importance of enterprise risk management and systematically and continuously apply to their tasks, which could potentially improve the procurement process for the better and reduce procurement risks, therefore, functional risk assessment has been conducted using risk management process as followed



Process 1 : OBJECTIVE SETTING

Setting functional objectives that align with the company’s vision, mission, strategic targets, and risk appetite. Objectives are set using “S.M.A.R.T” principle.

| | |
|---------------------------------|--|
| Specific | Clearly stated and understandable by all level of employees |
| Measurable | Can be measured both quantitatively and qualitatively |
| Attainable | Can be achieved with existing resources and environment |
| Realistic & relevant | Reasonable, feasible, and align with the company’s target |
| Timely | Clearly stated timeframe to achieve the objectives |

Objectives, when set, will be summarized and used to prepare risk assessment plan for the procurement function and progress will be constantly reported to the manager.

Process 2 : RISK ASSESSMENT

Risk assessment is done based on 2 perspectives, Likelihood and Impact, together with qualitative and quantitative assessment

2.1 LIKELIHOOD : Likelihood criteria are as follows:

| | Severity | | | |
|---------------|---|---|---|--|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| Likelihood | Extremely likely to happen / Happened many times before | Likely to happen/ Happen several times before | May happen depending on factors/ occasionally happened before | Unlikely to happen/ Hardly happened before |
| % Possibility | ≥ 70% | ≥ 40% ถึง < 70% | > 40% ถึง < 70% | < 10% |

2.2 IMPACT : Impact are classified into 5 categories as follows:

- Financial Impact
- Business Process and Operation Impact
- Image and Reputation Impact
- Suppliers and Customers Impact
- People Impact

2.2.1 Financial Impact means impact that prevent the procurement function to achieve its financial objectives. For example, EBITDA/Net Profit, revenue, expenditure, return of investment, liquidity, etc.

Financial impact criteria

| Financial Impact | Severity | | | |
|----------------------------------|-----------|---------------|--------------|-------|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| EBITDA/Revenue lower than target | ≥ 10% | ≥ 5% to < 10% | ≥ 2% to < 5% | < 2% |
| Higher Expenditure | ≥ 10% | ≥ 5% to < 10% | > 0% to < 5% | 0% |

The above table is the corporate financial risk criteria, in which the procurement function may revise the criteria as seen fit to the function based on the nature of work, whether it is cost center or profit center. However the functional criteria must align with the corporate criteria as the functional objectives are derived for the corporate objectives. Criteria are considered as follows:

1. What are financial objectives of the procurement function. For example
 - Net Profit / EBITDA
 - Budget
 - Return on Investment
 - Liquidity
2. Determine at what level of discrepancy from the target is considered unacceptable and set highest impact (4 Extreme) and also set lowest impact (1 Low) for the level of discrepancy from the target that is acceptable. For 2 medium and 3 high, determine using gap that corresponds with level 4 and 1.

2.2.2 Business Process and Operational Impact means impact resulting from any risk factors that prevent the procurement function from achieving its objectives in terms of business process and operations, for example, efficiency and effectiveness of the production process, quality of products and services, compliance to law and regulations, credibility of the report, as well as environmental conservation, etc.

Business process and operational impact criteria

| Business Process and Operational Impact | Severity | | | |
|---|--|---|---|--|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| Effectiveness of the production process | Main Processes are ineffective | Main Processes are inefficient | Secondary Processes are ineffective | Secondary Processes are inefficient |
| Products and Services | Unable to produce/ deliver main products or services | Main products or services not meet requirements | Unable to produce/ deliver secondary products or services | Secondary Products/ services not meet requirements |
| Compliance to law and regulations | Non-compliance | Non-compliance to external governance units | Non-compliance to IRPC's regulations | Non-compliance to functional regulations |

| | | | | |
|-------------|--|--|---|---|
| Environment | Highly endanger the environment/ possible quarantine | Endanger the environment/ immediate relocation | Endanger the environment/ Possible relocation | - |
|-------------|--|--|---|---|

The above table is criteria at corporate level, while the procurement function may have different criteria depending on the objectives. However, functional criteria must align with those of the corporate as functional objectives are derived for the corporate objectives.

2.2.3 Image and Reputation Impact means impacts that result in the procurement function not being able to achieve targets in terms of company's reputation, maintaining good corporate image, trademark, and trust towards the company

Image and Reputation Impact Criteria

| Image and Reputation Impact | Severity | | | |
|--------------------------------------|---|--|--|--|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| IRPC's image to shareholders | IRPC share is marked SP | IRPC share is marked H | IRPC share is marked NP | - |
| IRPC's image to the public and media | Public resistance, e.g. protest | Public dissatisfaction, e.g. objections via media | Public dissatisfaction, e.g. criticizing via articles. | - |
| IRPC's image to communities | Vast impact to communities or involve government intervention | Impact communities around the industrial zone and take time to resolve | Impact communities around the industrial zone and take short time to resolve | Small impact to communities around the industrial zone |

2.2.4 Customers and Suppliers Impact means any impact that results in the inability of the procurement function to achieve targets in terms of customers and suppliers, e.g. quantity of products and services sold, customer satisfaction, etc.

Customers and Suppliers Impact Criteria

| Customers and Suppliers Impact | Severity | | | |
|--|--|--------------------------------|---|-------------------------------------|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| Quantity of Products and services sold | Main customers stop buying products and services | Main customers reduce spending | Secondary customers stop buying products and services | Secondary customers reduce spending |

2.2.5 People Impact means any impact that results in the inability of the procurement function to achieve targets in terms of people, for example, safety of employees, employee engagement, employee capability development, etc.

People Impact Criteria

| People Impact | Severity | | | |
|---------------------|--|--|--|---|
| | 4 Extreme | 3 High | 2 Medium | 1 Low |
| Safety & Healthy | Employee/ contractor fatality or disability | Employee/ Contractor with severe injuries from work and being admitted | Employee/ Contractor with injuries from work but not being admitted | Employee/ Contractor with injuries and receive first aid |
| Employee Engagement | Employee with extreme dissatisfaction, e.g. absent or resign from work | Employee with high dissatisfaction, e.g. protest | Employees with moderate dissatisfaction, e.g. immorality among employees | Employees with slight dissatisfaction, e.g. inefficiency in operation |
| Work Efficiency | Efficiency and ability to work significantly decline | Efficiency and ability to work moderately decline | Efficiency and ability to work slightly decline | - |

Process 3: RISK TREATMENT: conduct root cause analysis and prepare risk treatment plan as well as quarterly report monitoring and control plan to the executives.

Process 4: MONITORING & REVIEW: closely monitor the progress of the risk treatment plan to ensure appropriate deployment to reduce likelihood and/or impact to the level of risk appetite and regularly have independent assessment carried out by the Internal Audit Office.

Appendix: 1. Supply Chain Management Risk Criteria:

| Impact | | Economic | Environment | Social (Reputation) | Social (Safety) |
|--------|---------------|---|--|---|---|
| 4 | High Impact | - result in high expenditure or high impact on business loss - result in more than 20% decrease on production or delivery of main product or service | - serious damage to environment at a distance of 5-10 kilometer from the incident point - recovery period 1-2 years | - high impact on company reputation (over month or year) ;may lead to termination of business - draw high attention from both domestic and international media - Supplier/Contractor Satisfaction Score less than 3.00 | - result in fatality or disability |
| 3 | Medium Impact | - result in high expenditure or high impact on business loss - result in 10-20% decrease on production or delivery of main product or service | - cause medium damage to community (less than 5 kilometer from incident point) - recovery period 6-12 months | - impact on company reputation (over week/ month) ; may impact on joint venture decision making - draw attention from local media in the community - Supplier/Contractor Satisfaction Score less than 3.50 | - seriously injure or may cause impact on health - need medical care in hospital |
| 2 | Low Impact | -result in expenditure but not affect company business or production - result in 5-10% decrease on production or delivery of main product or service | -cause damage only in the working area - recovery period less than 6 months | - impact on company reputatoin in limited area or short time(day/week) - Supplier/Contractor Satisfaction Score less than 4.00 | - cause injure or have little effect on health |
| 1 | None Impact | -no impact on operation cost - result in less than 5% decrease on production or delivery of main product or service | -cause little impact on environment | - no impact on company reputation | - no injure or no impact on health |

| Likelihood | | Near future (within next 3 years) | History (last 3 years) |
|------------|-----------------------|--------------------------------------|------------------------------------|
| 4 | Very High Probability | certainly occur this year | often occurred in the past |
| 3 | High Probability | likely occur this year more than 50% | occurred several times in the past |
| 2 | Medium Probability | likely occur this year less than 50% | occurred some times in the past |
| 1 | Low Probability | unlikely occur within these 3 years | almost never occurred in the past |

Appendix: 2. Example of ESG Risk Assessment

| Risk Assessment of Each Suppliers Group | | | | | | | | | |
|---|---|-------------------|--------|------------|------------|-------------------|--------|------------|------------|
| Risk Dimension | Risk Issue | Group 1 | | | | Group 2 | | | |
| | | Sub-group 1.1 ... | | | | Sub-group 2.1 ... | | | |
| | | Risk Description | Impact | Likelihood | Risk Level | Risk Description | Impact | Likelihood | Risk Level |
| Economic | Pricing | | | | 1 | | | | 1 |
| | Project Delay | | | | 1 | | | | 1 |
| | Raw Material | | 4 | 1 | 4 | | 3 | 2 | 3 |
| | Quality Requirements | | | | 1 | | | | 1 |
| | | | | | 4 | | | | 3 |
| Environmental | Air Pollution | | | | 1 | | 3 | 1 | 2 |
| | GHG Emission | | | | 1 | | | | 1 |
| | Noise pollution and vibration | | | | 1 | | | | 1 |
| | Water consumption and waste water | | 3 | 1 | 2 | | | | 1 |
| | Waste management | | | | 1 | | | | 1 |
| | Energy consumption | | | | 1 | | | | 1 |
| | Biodiversity | | | | 1 | | | | 1 |
| | Environmental friendly | | | | 1 | | | | 1 |
| | | | | | 2 | | | | 2 |
| Social (Reputation) | Anti-corruption | | | | 1 | | | | 1 |
| | Fair competition | | | | 1 | | | | 1 |
| | Labor relations | | | | 1 | | | | 1 |
| | Human rights | | | | 1 | | 3 | 1 | 2 |
| | Privacy & intellectual | | | | 1 | | | | 1 |
| | | | | | 1 | | | | 2 |
| Social (Occupational Health & Safety) | Impact on health and safety including security of community | | | | 1 | | | | 1 |
| | Spills | | 2 | 1 | 1 | | | | 1 |
| | Health and safety | | | | 1 | | | | 1 |
| | Process safety | | | | 1 | | 3 | 1 | 2 |
| | Emergency preparedness | | | | 1 | | | | 1 |
| | Major accident | | | | 1 | | | | 1 |
| | | | | | 1 | | | | 2 |

| Summary of Risk Level of each group of suppliers | | | | | | | | |
|---|----------------|----------------------|---------------------|------------|-------------|---------------------|-----------------|---------|
| Group Number | Supplier Group | Supplier's Sub-group | Number of Suppliers | Risk Level | | | | |
| | | | | Economic | Environment | Social (Reputation) | Social (Safety) | Summary |
| 1 | Group 1 | Sub-group 1.1 ... | 1 | 4 | 2 | 1 | 1 | 4 |
| 2 | Group 2 | Sub-group 2.1 ... | 5 | 3 | 2 | 2 | 2 | 3 |
| 3 | Group 3 | Sub-group 3.1 ... | 19 | 1 | 2 | 1 | 1 | 2 |
| 4 | Group 4 | Sub-group ... | 19 | 1 | 1 | 1 | 2 | 2 |
| 5 | Group 5 | Sub-group ... | 2 | 2 | 1 | 1 | 1 | 2 |
| 6 | Group 6 | Sub-group 6.1 | | 1 | 1 | 1 | 1 | 1 |
| 7 | Group 7 | Sub-group 7.1 | | 1 | 1 | 1 | 1 | 1 |
| 8 | Group 8 | Sub-group 8.1 | | 1 | 1 | 1 | 1 | 1 |
| 9 | Group 9 | Sub-group 9.1 | | 1 | 1 | 1 | 1 | 1 |
| 10 | Group 10 | Sub-group 10.1 | | 1 | 1 | 1 | 1 | 1 |
| 11 | Group 11 | Sub-group 11.1 | | 1 | 1 | 1 | 1 | 1 |
| 12 | Group 12 | Sub-group 12.1 | | 1 | 1 | 1 | 1 | 1 |
| 13 | Group 13 | Sub-group 13.1 | | 1 | 1 | 1 | 1 | 1 |
| 14 | Group 14 | Sub-group 14.1 | | 1 | 1 | 1 | 1 | 1 |
| 15 | Group 15 | Sub-group 15.1 | | 1 | 1 | 1 | 1 | 1 |
| 16 | Group 16 | Sub-group 16.1 | | 1 | 1 | 1 | 1 | 1 |
| 17 | Group 17 | Sub-group 17.1 | | 1 | 1 | 1 | 1 | 1 |
| 18 | Group 18 | Sub-group 18.1 | | 1 | 1 | 1 | 1 | 1 |
| 19 | Group 19 | Sub-group 19.1 | | 1 | 1 | 1 | 1 | 1 |
| 20 | Group 20 | Sub-group 20.1 | | 1 | 1 | 1 | 1 | 1 |
| Total Number of Suppliers | | | 46 | | | | | |
| Number of High Risk Suppliers | | | | 1 | 0 | 0 | 0 | |
| % of High Risk Suppliers (to total number of suppliers) | | | | 2.2 | 0.0 | 0.0 | 0.0 | |

| # | Product group | Critical Analysis | | | | ESG Risk Assessment |
|----|------------------------|-------------------|---------------------|----------------|----------------------|---------------------|
| | | High spend | Critical components | Non-substitute | Strategic Relationsh | |
| 1 | Admin | ✓ | | | | |
| 2 | Admin Service | | | | | |
| 3 | Asset | | | | | |
| 4 | Bag | | | | | |
| 5 | Calibration Service | | | | | |
| 6 | Catalyst | | | | | |
| 7 | Chemical | | | | | |
| 8 | Civil Engineering | | | | | |
| 9 | Consume | | | | | |
| 10 | Consume | | | | | |
| 11 | Crane Service | | | | | |
| 12 | Drum | | | | | |
| 13 | Electrical Engineering | | | | | |
| 14 | Electrical Part | | | | | |
| 15 | Electrical Service | | | | | |
| 16 | Electrical Service | | | | | |
| 17 | Electrical System | | | | | |
| 18 | Equipment Part | | | | | |
| 19 | Gases | | | | | |
| 20 | Inspection | | | | | |
| 21 | Instrument Engineering | | | | | |
| 22 | Instrument Part | | | | | |
| 23 | Instrument Service | | | | | |
| 24 | Instrument System | | | | | |
| 25 | Insulation | | | | | |
| 26 | IT | | | | | |
| 27 | Logistic | | | | | |
| 28 | Marine Service | | | | | |
| 29 | Mechanical Engineering | | | | | |
| 30 | Mechanical Service | | | | | |
| 31 | Other Service | | | | | |
| 32 | Other Service | | | | | |
| 33 | Pallette | | | | | |
| 34 | Pipe fitting | | | | | |
| 35 | Recovery Catalyst | | | | | |
| 36 | Rental | | | | | |
| 37 | Rotating Machine | | | | | |
| 38 | Safety | | | | | |
| 39 | Static Equipment | | | | | |
| 40 | Tool | | | | | |
| 41 | Turnkey | | | | | |
| 42 | Valve | | | | | |
| 43 | Vehical Part | | | | | |
| 44 | Feed | | | | | |