Outcome of Stakeholder Engagement

Key Stakeholders	Engagement Approach (Frequency)*	Engagement Objective	Issue of Interest	Action Guidelines	Implementing Unit
Shareholders/ Investors	• Domestic and international roadshows (quarterly online channels). • Analyst meetings (quarterly online channels). • Conference calls (quarterly online channel). • Site visits (annually) • News and Public Relations (monthly).	• Opportunities for investors to ask questions about IRPC. • Build confidence in the organization and investment. • Access to accurate information. • Protect the rights of shareholders that they are entitled to according to the regulations.	• Improve competitiveness and follow the business direction in accordance with the new vision. • Organizational risk management, both short-term and long-term. • Sustainability actions, particularly to achieve Net Zero Target. • Green innovation development in response to the customer shift towards sustainable packaging.	• Actions to increase production capacity and seek new businesses to correspond with current situations. • Presentation of enterprise risk management information. • Answer investors' questions regarding sustainability.	Office of Corporate Affairs/Investor Relations
Employees	• Employee engagement survey (annually). • Employee News (weekly). • CEO Townhall (quarterly).	• Measure and strengthen corporate culture and desirable behaviors. • Measure performance of human resource management. • Inform about health and safety.	• Organizational values and desirable behaviors. • Employee engagement. • Human resource management and development. • Improve business competitiveness and follow business direction in accordance with the new vision. • Integration of technology to improve operational efficiency and enhance employee productivity. • Cost reduction and profit enhancement initiative.	• IRPC iSPIRIT Development Guidelines. • Human resource management excellence. • Make improvements to correspond with engagement factors. • Actions to increase production capacity and seek new businesses to correspond with current situations.	Human Resources and Organizational Capabilities

Key Stakeholders	Engagement Approach (Frequency)*	Engagement Objective	Issue of Interest	Action Guidelines	Implementing Unit
Customers/ Consumers	• Online customer seminar (annually). • Customer satisfaction survey (annually). • Activities to strengthen relationships between customers and the Company, such as holiday gifts, sporting events, seminars, thank you parties (annually). • Online communication channels, such as Webinar, Microsoft Teams, electronic news.	• Awareness of customer needs and suggestions. • Keep track of updated product information and expectations. • Develop a good relationship between customers and the Company. • Exchange knowledge with customers. • Collect customer information and keep the information up to date.	• Updated product information and IRPC's expectation. • Details of relevant laws and market trends. • Product Development Plan. • Requirements and expectation of products, such as eco-friendly products. • Improve business competitiveness and follow business direction in accordance with the new vision. • Efficient supply chain management for timely and adequate delivery to customers.	• Guidelines for exchanging knowledge, sharing of knowledge in business and ESG. • Notify relevant units about customers' requirements, expectations and concerns and develop relevant action plans. • Guidelines for notifying product progress. • Strategies to respond to customer needs, such as water use strategies and sales strategy. • Actions to increase production capacity and seek new businesses to correspond with current situations. • Net Zero Pathway Strategy.	**Commerce and Marketing**
Suppliers	• Training prior to ESG audit (annually). • Supplier satisfaction survey (annually). • Supplier performance assessment (annually). • Communication through Supplier Portal.	• Clarify objectives of ESG audit. • Take into consideration supplier satisfaction with IRPC's procurement process.	• Provide suppliers with knowledge regarding key ESG requirements. • Encourage supplier engagement and ensure satisfaction throughout the supply chain. • Become a partner to grow business together. • Business operations that respect human rights. • Business ethics in procurement and competitive practices for fair and transparent operations. • Climate change management and net-zero emissions alignment.	• Integrated Supply Chain Management through digital system. • Guidelines for exchanging knowledge, sharing of knowledge in business and ESG requirements.	**Procurement**

Key Stakeholders	Engagement Approach (Frequency)*	Engagement Objective	Issue of Interest	Action Guidelines	Implementing Unit
Community, Society, and Environment	• Communicate with the community before/during/after social project implementation. • Organize public hearings (every time) an Environmental Impact Assessment (EIA/EHIA) report is prepared. • Conduct community satisfaction survey (annually). • Provide complaint channels.	• Inquire about community's needs and problems. • Provide information and promote. understanding of construction projects. • Gather information on community's concerns, demands relating to construction projects. • Build confidence in and acceptance of construction projects and the Company.	• Community's needs and problems. • Concerns, suggestions for construction projects. • Management of the adverse effects of global warming, such as flood and drought. • Environmental impact management, including pollution control. • Emergency preparedness and safety measures for surrounding communities.	• Strategies for implementing social responsibility and environmental stewardship through actions, such as social projects. • Strategies for implementing mitigation measures specified in Environmental Impact Assessment (EIA/EHIA) Report.	**Social Enterprise and Community Relation**

Remark: * The COVID-19 pandemic dramatically shifted how we engage with stakeholders, accelerating the adoption of digital tools and strategies.