

Managing Business Impacts on Stakeholders

In 2025, IRPC maintained continuous and appropriate stakeholder engagement to systematically assess both positive and negative impacts arising from our operations. The Company responded to the expectations and key concerns of all seven stakeholder groups as follows:

1) Shareholders / Investors

Key Issues:

- Financial performance, competitiveness, and long-term growth
- Sustainability performance and transparent disclosure
- Innovation aligned with sustainability goals
- Risk management and internal control
- Good corporate governance

Key Actions:

- **Shareholder Meetings:** Annual and extraordinary meetings to present performance and address inquiries; shareholder site visits
- **Performance Reporting:** Publication of comprehensive Annual and Sustainability Reports
- **Investor Communication:** Dedicated investor channels; domestic and international roadshows; company visits; analyst meetings
- **Disclosure through the Stock Exchange:** Compliance with disclosure requirements to ensure equitable access to information

Engagement Channels & Frequency:

- Domestic roadshows (annually)
- Analyst meetings (quarterly)
- Management meeting with analysts (quarterly)
- Operational site visits (2 times/year)
- Press releases and corporate updates (monthly)
- Investor meeting with THSEC (quarterly)

Responsible Functions:

- Finance and Investor Relations / Corporate Strategy and Sustainability

2) Customers

Key Issues:

- Product and service quality and safety
- Environmentally friendly product development
- Responsive service
- Customer relationship and satisfaction management
- Relevant regulations and market trends
- Efficient supply chain management

Key Actions:

- **Customer Satisfaction Survey:** Conduct periodic surveys to measure satisfaction levels and gather in-depth insights.
- **Multi-channel Communication Platforms:** Provide accessible channels such as the Customer Service Center, social media, and the corporate website to receive feedback and complaints.
- **Enhanced Customer Experience:** Offer privileges or personalized experiences, such as tailored marketing initiatives for loyal customers.
- **Brand Engagement Activities:** Organize campaigns and activities that encourage customer participation, such as contests and promotional programs.

Engagement Channels & Frequency:

- Online customer seminars via online platforms (annually)
- Customer satisfaction survey (annually)
- Customer relationship-building activities, such as holiday gifts, sports competitions, seminars, and appreciation events (annually)
- Online communication channels via webinars, Microsoft Teams, and electronic newsletters

Responsible Functions:

- Petrochemical Business Sales / Marketing Petrochemical Business / Specialty Petrochemical / Petroleum Business

3) Employees

Key Issues:

- Employee welfare and job security
- Career development and competency enhancement
- Safety, occupational health, and working environment
- Organizational culture and employee engagement
- Adoption of technology to improve operational efficiency and employee productivity

Key Actions:

- **Internal Meetings:** Organize meetings that provide employees with opportunities to share opinions and exchange perspectives with management, including management–employee engagement sessions.
- **Employee Engagement Survey:** Conduct annual surveys to assess employee satisfaction and engagement levels.
- **Internal Communication Channels:** Provide secure and open channels for employees to submit complaints or suggestions, including employee committees, labor unions, journals, and newsletters.
- **Capability Development:** Support training and career development programs to enable employee growth within IRPC.

Engagement Channels & Frequency:

- Employee engagement survey (annually)
- Human resource management strategy and long-term workforce planning review (annually)
- Employee announcements and internal communications (weekly)
- CEO Town Hall (quarterly)

Responsible Functions:

- Corporate People and Organization Effectiveness

4) Suppliers / Business Partners

Key Issues:

- Transparency and fairness in procurement processes
- ESG awareness and knowledge development across the supply chain
- ESG assessment and development within the supply chain
- Stability of business relationships
- Respect for human rights
- Climate change management and alignment with Net Zero targets

Key Actions:

- **Collaboration and Supplier Evaluation:** Conduct supplier evaluation and selection based on clear and fair criteria, establish mutual agreements covering Environmental, Social, and Governance (ESG) issues, and provide training and capacity-building programs for suppliers.
- **Meetings and Seminars:** Organize annual meetings or seminars to communicate policies, business direction, and expectations.
- **Two-way Communication Channels:** Provide accessible channels for suppliers to raise inquiries, provide feedback, or report concerns.
- **Recognition Programs:** Grant awards or recognition to suppliers demonstrating outstanding sustainability performance.

Engagement Channels & Frequency:

- ESG-related training and Basic Knowledge of Decarbonization in Scope 3 (annually)
- Supplier Conference (annually)
- Supplier satisfaction survey (annually)
- Supplier ESG performance evaluation (annually)
- Communication via Supplier Portal

Responsible Functions:

- Procurement / Crude, Feedstock Supply & Trading

5) Communities and Society

Key Issues:

- Environmental, health, and safety impacts from operations and mitigation measures
- Climate change impacts such as flooding and drought
- Community development and quality of life enhancement
- Local employment and economic development

Key Actions:

- **Public Consultation Forums:** Organize public forums to gather community opinions and concerns on relevant issues.
- **Corporate Social Responsibility (CSR) Projects:** Implement initiatives addressing community needs, including quality of life improvement, education, and environmental conservation.
- **Collaborative Networks:** Work with local organizations, local media, and multi-stakeholder committees (EIA Monitoring) to address issues and promote sustainable community development.
- **Community Communication and Public Relations:** Utilize various communication channels such as SMS, community broadcasting towers, mobile public announcement vehicles, and radio stations to communicate project progress and operational updates.

5) Communities and Society (Cont.)

Engagement Channels & Frequency:

- Awareness-raising communications reached over 100,000 community members through multiple communication channels.
- Community dialogue before, during, and after project implementation
- Public hearings for Environmental Impact Assessment (EIA/EHIA) reports (every occurrence)
- Community satisfaction survey (annually)
- Complaint-handling channels

Responsible Functions:

- Plant/site visits to enhance understanding of our business operations were conducted 35 times.
- Office of Corporate Affairs / IRPC Industrial Zone, Corporate Social Responsibility and Community

6) Government Agencies and Regulators

Key Issues:

- Compliance with laws, standards, and government policies
- Collaboration on environmental and social initiatives
- Accurate and transparent performance reporting

Key Actions:

- **Joint Meetings:** Participate in meetings with relevant authorities to exchange information and best practices.
- **Public-Private Collaboration:** Cooperate with government agencies on projects beneficial to society and the economy.
- **Regulatory Disclosure:** Provide accurate and timely information in accordance with regulatory requirements.

Engagement Channels & Frequency:

- Meetings with relevant government agencies (as required)
- Regulatory reporting and disclosure (as required)

Responsible Functions:

- Legal / Office of Corporate Affairs / Government Relations

7) Creditors and Financial Institutions

Key Issues:

- Financial stability and organizational liquidity
- ESG disclosure and risk management
- Transparency in debt management

Key Actions:

- **Regular Reporting:** Provide periodic financial performance reports and business updates in a transparent manner.
- **Meetings and Presentations:** Conduct meetings to present in-depth information on strategy, risk management, and performance.
- **Compliance with Financial Covenants:** Maintain credibility through strict adherence to financial agreements.
- **Clear Contact Channels:** Designate responsible contacts to address inquiries and provide necessary

Engagement Channels & Frequency:

- Online and onsite meetings or conference calls (monthly or quarterly)

Responsible Functions:

- Finance and Investor Relations / Corporate Strategy and Sustainability