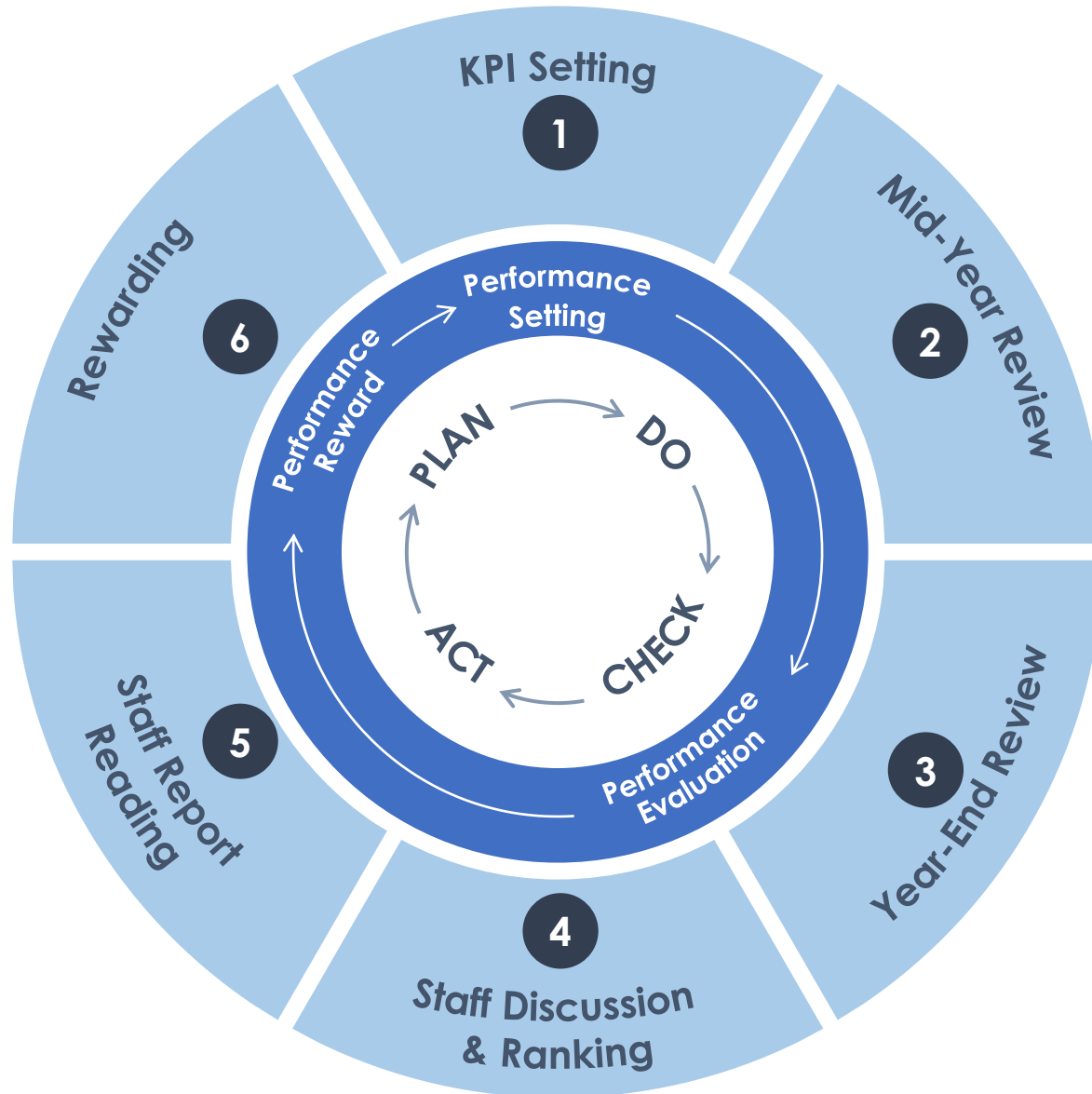


THAIOIL PERFORMANCE MANAGEMENT



1 KPI Setting : Thaioil Group will determine indicators and targets at the corporate level and cascade these metrics in a waterfall or top down method to the division, function, department, and individual employee levels. Employees can also suggest indicators and targets that align with corporate indicators and targets through the bottom up method. Supervisors and employees can agree on goals to work towards together in order to create participation and togetherness in accomplishing the same targets.

2 Mid-Year Review : Thaioil Group provides employees with the opportunity to review goals and indicators in the middle of the year, and supports by supervisors through coaching and providing feedback on their performance. If there are any factors that would prevent employees from meeting their goals, their supervisors may suggest a review of the plan, including indicators and goals.

3 Year-End Review : Thaioil Group gives importance to reviewing employee performance by providing advice and feedback in order to ensure employees' progress towards a better performance. This includes reviewing achieved goals to act as a basis in setting the following year's goals. Additionally, employees are given the opportunity to evaluate their own performance with their supervisors according to the goals that both parties have discussed and agreed upon.

4 Staff Discussion & Ranking : Thaioil group requires a transparent performance evaluation process that is fair towards their employees by allowing employees to evaluate their own performance and supervisors presenting the content at the department meeting. The CEO will be president and the executive Vice President (EVP) will be a judge in the department meeting where performance will be based on tangible result and is evidence-based.

5 Staff Report Reading : The supervisors will discuss employees' performance with them in regard to achievements and suggestions for creative improvement, as well as provide encouragement and guidelines on how to continue developing themselves in the following year.

6 Rewarding : According to the performance of the organization, and with the approval of the human resources committee, Thaioil Group will raise wages for employees. This acts as an incentive for better performance and to propel employees towards career advancement.

PERFORMANCE MANAGEMENT SYSTEM TIMELINE

Timeline	Existing Year												Next year
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
KPI setting	■												
Mid-Year Review					■								
Year-End Review								■					
Staff Discussion & Ranking										■			
Staff Report Readiness												■	
Rewarding												■	
Regular Employee Check-in with Line Managers	■												

THAIOIL PERFORMANCE APPRAISAL

MANAGEMENT BY OBJECTIVES

Thaioil primary performance management approach is **based on Management by Objectives (individual KPIs cascaded from corporate and functional KPIs and agreed measurable targets from superior)** 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

Applied for

100%

100% of All staff

MULTIDIMENSIONAL PERFORMANCE APPRAISAL

Thaioil conducted **multidimensional performance appraisal** by reviewing individual performances through panel discussion and feedbacks on evidence. The process includes **appraisals from superior and superior peer in each section, department, and function respectively**. Based on the results of the appraisal process, employees' performance will be assessed against their own KPI/work target and further ranked against their ranking is reviewed by 3 to 4 authorized committee panel of each function to ensure fair performance scoring.

Applied for

100%

100% of All staff

TEAM-BASED PERFORMANCE APPRAISAL

Thaioil applied **team-based performance to pay bonuses for section managers and upwards**. The bonus for section managers and upward will divide into 2 parts, **the 1st part is calculated based on team performance, and all section managers and upward will receive the same rate**. 2nd part of the bonus calculated based on individual performance.

Applied for

100%

100% of Section Manager and Upwards

AGILE CONVERSATIONS

To monitor employee performance, **Line managers provide both formal and informal encouragement and guidelines** on how to continue developing themselves, also **regular employee check-in with line managers throughout the year** to ensure employees can achieve the target as planned.

Applied for

100%

100% of All staff

VARIABLE BONUS OF THAI OIL GROUP

To **establish as guidelines for variable bonus payment** for Thairoil Group in the same direction. This can be used as a tool to promote high performance organizations **as well as promotion of POSITIVE culture**, as well as strengthen leadership standards **for employees at or above section manager level**.

