

Executive Compensation Integration

Support answer: 1.3 Materiality

Topic: Materiality Metrics for Enterprise

Value Creation

Report Year: 2023

The document is Executive Compensation Integration of Berli Jucker Public Company Limited. BJC presents this document in order to demonstrate that the metric or target used to determine the compensation of Executive.

PERFO	DRMANCE EVA	LUATION	FORM : Y	ear 2023		В	Fo G HEAD, B		AD			F	ORM	: PE	1	
Employee Data	BU/BP FRESH F	Name FOOD			PB RETA	Position IL PLATFORM	on VICE F	RESIDENT]
PART 1	Guideline for s	setting expected p	erformance outputs/re	esult and/or evaluati 3	ng performance ou 4	tputs 5					FVΔI	UATIO	N · P	ART 1		
: PERFORMANCE OUTPUT/ WORK PROGRAM	Degree of Achievement Result	Deliver the <u>defective</u> performance outputs <u>regulary</u>	Deliver the incompleted performance outputs occassionally	Deliver the good	Deliver the <u>superior</u> performance outputs <u>mostly</u>	Deliver the <u>excellent</u> performance outputs <u>outstandingly</u>			II	NTERIM				IAL EV	_	ION
WORK PROGRAW	% of Task Achievement	<70%	70-85%	86-100%	101-120%	>120%				(Jaii	-Juli)			(Jail	-Dec)	
	KPI ACHIEV	EMENT & INDIVIDU	JAL OBJECTIVE/PLAN	N SETTING			Planned Timeline	Weigh -ted (%)	Ra	ting		ghted Score	Rat	ting		ghted Score
BG/BU/BP - KPI Achievem	ent						Jan - Dec	70%								
SPECIAL TASK ASSIGNMI (It can be the objective for Deve		Jork Polated Improve	omont)						Ra	ting		ghted Score	Rat	ting		ghted Score
Agreeable Individu	•	ork Related Improve	,	Performance Outpu	ts/Results		Jan - Dec	0%	Self	Boss	Self	Boss	Self	Boss	Self	Boss
202		1	2	3	4	5										
1) Florum PLMs update (messcore 5) - MOR review - Actions & Performance Mc - Road Show (PLMs Booth) - Update with Top Mgt Quar - NPDs Launching update Qurpose)	onitoring (Sales Cons.) rterly started Q3 onward	1bullet points	s 2bullet points	3bullet points	4bullet points	5bullet points										
2) Improve direct sourcing fro (Last year = 1,527MB)	om Potentail Supplier	1,527	1,552	1,577	1,602	1,627										
3) Improve Profit SME (Last year = 26.15%)		26.15%	26.65%	27.15%	27.65%	28.15%										
INDIVIDUAL DEVELOPME	Rating Degree of	1 Complete < 75% of	Mostly complete IDP	Fully complete IDP	4 Fully complete IDP	5 Fully complete IDP and	Jan-Dec		Rat	ting		ghted Score	Rat	ting		ghted Score

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	Areas to Strengthen	IDP Complet	those areas.	and occasionally apply those areas to perform successfully	apply ti	hose areas to successfully	and consistently apply those areas to perform successfully	organization			Self	Boss	Self	Boss	Self	Boss	Self	Boss
			Development Obje	ectives		Spe	cific Development	Options										
Agro in	dustrial estate	expand busin	ess from upstream to do	ownstream					Jan-Dec.									
Big C B	ig Smart Local	Big C platform	n opportunity for farmer,	otop, sme														
			Agreeable Individua	al Objective/Plan Sett	ing					70%	(Inte		#REF!		(Fi	TAL inal	0	
	Developed by :			irect Boss			ed by :BG Head	/ CEO&PRD			Rev App		f Perfor	mance O		ation) Evaluatio	n	
					٦ -				_ 7	Evalu	ated by	Direct B	oss	Appro	oved by	BG Hea	d/CEO&	PRD
DIALOGUE	Direct Boss				Evaluation													
DIA	Self				inal					()		•			•
	-	=			证				_	Date	:				Date:			

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		Rating	Degree of Desired Behavior Demonstration	% of Time				EVALU	ATIO	N . B	ADT 2		
	PART 2	5	Always and perfectly demonstrates this competency/item as a role model	91 - 100%				EVALU	41101	N : F/	ARI Z		
	PARI Z	4	Mostly demonstrates this competency/item	76 - 90%									
: W	/-I-N-N-I-N-G WAY	3	Often demonstrates this competency/item	51 - 75%				I REVIEW -Jun)		FIF	NAL EVA Jan-		NC
& RC	OLE COMPETENCY	2	Sometimes demonstrates this competency/item	25 - 50%	7		(Jan	-Juli)			(Jan-	Dec)	
		1	Rarely/never demonstrates this competency/item	<25%				Weight	ed			Weig	hted
			W-I-N-N-I-N-G WAY			ка	ting	Avg. Sc	ore	Rat	ing	Avg.	Score
	Items		Definition & Key Behaviors		Weigh -ted (%)	Self	Boss	Self E	oss	Self	Boss	Self	Boss
w	Winning Attitude	•	e goal accomplishment and commit to achieve at the highest with preparation for the best, wo	orst and everything in	12.5%								
VV	Winning Attitude	 Create organizational a 	agility based on shared vision to be adaptable and move fast in a volatile business environment for strategic goals achiev	vement									
	Insights for Customer	Deep empathy to unco	ver the rich insights of customers and deliver tailored products & services		12.5%								
•	_	Develop a design-drive	en culture, both design thinking and design doing to create differentiated products/services for heightened customer expe	eriences									
N	Nuture Relationships	Work with others both	internal and external as business partners towards a win-win cooperation		12.5%								
		Sustain and establish r	new business alliance while taking calculated risks to ensure mutually beneficial outcomes for enduring business and rela	ationships									
N	New Opportunity	Demonstrate business *VUCA : Volatility, Uncertainty, C	intelligence by grasping the opportunity in the VUCA environment and translating into action a topolexity, Ambiguity	and/or strategic execution	12.5%								
		Anticipate and plan for	incoming challenges to develop competitive advantage and future possibility, risks and continual improvement on the fly	for sustainable growth									
_		'	ole fairly based on their uniqueness while feeling a sense of group membership to maximize res	sults and performance	10.0%								ĺ
ı	Inclusion & Diversity		del of inclusiveness and diversity for business results through diverse workforce and create environment for inclusivenes vide opportunity for growth based on individual performance and potential	ss; alignment on business direction,	high-quality inte	eraction, in	spired con	nmitment to o	ontinued	success	and ongoi	ng organiz	zational
NI	N D	'	ate anything that block the ways of being fast and flexible to survive in a competitive environm	ent	10.0%								
N	Non-Bureaucracy	Passionately optimize I	BJC GROUP business efficiency, productivity with fast execution, non bureaucratic process/procedures and nurture emp	ployee empowerment, creativity, and	d innovation		<u> </u>						
G	Governance	Do the best possible pr	ocess for making and implementing ethical decision in a timely, appropriate and responsive ma	anner	10.0%								
		Drive organizational et	nical mindset and establish ethical paradigms for decision making and business activities										
			ROLE COMPETENCY										
		Able to manage and en in order to achieve org	courage people to optimise their potential and effectively manage relationships		10.0%								
	People Management		targets and develop a sense of commitment to others to accomplish prioritized performance goals and targets with good	d team relationship			<u> </u>			l		l	
	Management		and quality of the work and provide balanced, specific feedback on a regular basis										
			problems in a timely manner and set goals for improvement in a fair and consistent manner			ı	Τ		Т	1		1	
	Developing	Foster the developmer	nt of employee by providing a supportive environment for enhancing performance and professi	ional growth	10.0%								
	Others	•	back, detailed instructions and concrete suggestions to help employees master their work and performance improvement	nt									
			ills and aspirations and work with employees to identify appropriate development activities ronment conducive of personal development and structure interactive experiences clearly to help employees fulfill their a	aspirations in line with RIC GPOLID	s direction								
		• Stillidiate working envi	their conductive of personal development and structure interactive experiences clearly to help employees runin their a	aspirations in line with B3C OrtOol	3 direction	ТО	TAL			TOTAL	/Ein al		
					100%	, ,	erim	0.00		TOTAL Evalua	•		ĺ
						Rev	riew)	roval of W-	I-N-N	I-N-C W	lav		
	Direct Boss	>	s					le Compet			-		
GUE		Review	aluation		F, :-1:	نجا اممدما		i				/0503	. DDC
Ö		8 <u> </u>	al d		Evalu	iated by	Direct B	USS	Appro	vea by E	3G Head	/ CEO	*LKD

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DIAL		erim	al Ev			
	Self	<u>I</u>	Ē		()	()
					Date :	Date :

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PART 3				DEVELOPM	ENT OPPORTUNITY	AND PLAN		
Dlawa			-14-		Development 0	Options*	Planned	Priority
Developme	ent Needs Ex	spected Development Res	Expe	riential Learning (70%)	Social Learning (20%) Formal Le	earning (10%) Timelined	U M
							** U = Urc	gent, M = Modera
* Development (Options	The 70 : 20 : 1	0 Developmen	t Model blends learning	opportunities in a way th	nat maximizes experiential a	spects and expedites learning speed and	
				Experiential Leari	ning (70%)			
 Job Shadowing 	To learn about a job by	walking through the work day as a	shadow to an expe	tise • Specia	I Assignment/Project	To assign a special or particular	r task/project for increasing knowledge and skills	
 Action Learning 	To solve real problems t	hat involves taking action and refle	ecting upon the resu	ts • Stretch	Project/Assignment	A strategic and challenge learni	ng approach that broaden area of expertise or comp	etency
 Mirror 	To be observed and fee	dback by trused person		• Leader	ship Retreat	To learn through workshop outs	side workplace and far away from work for fully benefit	of learning
 Secondment 		ob for temporary assignment else	•	,	•		ls as a source of knowledge for work	
 Job Aid 		helping a person work more efficie			rected Learning	·	ent of one's self by self awareness and others develop	ment tools
 Knowledge Sharing 		on, skills or expertise for team (int	,		rio Planning	•	the future to be more prepared for events that could	
 Cross-Functional Assignment 	• • • •	ere contribute multiple skills or are				cause risk or, alternatively creat	• •	
Group Individual Reflection		serious thought about one's char	acter and actions	Work E	Buddy Assignment		all groups to encourage and share for goal accomplish	nment
	Social Learnin	<u> </u>			0 i W i i		earning (10%)	
 Professional Associations/Netwo 		•			e, Seminar, Workshop	A formal training session		
 Mentoring 	·	nip to helps increase exposure, cre	•		ences & Forums	A meeting for discussion		
- 0 111 (5 11	•	and perspective with an interested		• Guest	•		present a speech in a specific area at an event or onl	ine
Communities of Practices Coaching		ticular area who share knowledge quidance in a specific tasks or ob		s • E-Lear	ning	Learning via online media		
		<u>J</u>	,					
PART 4				CARE	ER WISH & ASPIR	ATION		
1 How satisfy you are with your cu	urrent tasks? Very H	gh High	Medium	Low Very Low	3 And what is your asp	iration? (Please specify)		
2 If you have chance to consider a	any alternative tasks, what is your pref	erence tasks? (Please specify)						
2 if you have chance to consider to	any alternative tasks, what is your pro-	cronec tasks: (r lease speeliy)						
-								
-								
	PERFOR	RMANCE GRADING	(Part 1 : Porf	ormanco Output I Pai	rt 2 : Compotoncy : M	/-I-N-N-I-N-G and/or Role	Compotoncy	
	PERFOR	MANCE GRADING	(Part I . Peri	offiance Output + Fai	t 2 . Competency . W	/-i-in-in-i-in-G alid/of Role	Competency)	
		Weighted	Final		Performance Rela	ted Pay Scheme		
	Parts	%	Score			Performance Incentive (Bonu	us)	
				Weighted %	Score W	eighted % Score		
CINIAL				_	i I	i		
FINAL	Part 1 : PERFORMA		(A)	(A) x 40%	1 (A) x 80%	Final Grade Ident	ification
FINAL GRADE	Part 1 : PERFORMA ACHIEVEME		(A)	(A) x 40%	(,	A) x 80%		mance Grade
		ENT 100%	(A) (B)	(A) x 40%		A) x 80% B) x 20%	Total Score Perform 4.51 - 5.00 O (Out	

	Total Score (100%) Final Grade Total Score (100%) Final Grade Grade	3.01 - 3.50
	Acknowledgement of Performance Evaluation Result	
Acknowledged by:	Evaluated by : Direct Boss	Approved by :BG Head / CEO&PRD
()	()	()
Date:/	Date :/	Date :/

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ABJC PERFORI	MANCE EVALUATION	FORM : Ye	ar 2023				For BAI	ND 5&U	IP			F	ORM	: PE 2	a	
Employee	PIN	Name			BAND	Position	on									
Data	BU/BP				BG Pack	aging Supply Chain										
	Guideline for s	setting expected per	rformance outputs/re	esult and/or evalua	ting performance o	outputs 5					Ε\	VALUATIO	N : PAR	Т1		
PART 1 : PERFORMANCE OUTPUT/ WORK PROGRAM	Degree of Achievement Result	Deliver the defective performance outputs regulary	Deliver the incompleted performance outputs occassionally	Deliver the good performance outputs satisfactorily	mostly	<u>outstandingly</u>				INTERIM (Jan	1 REVIEW -Jun)	I	F		ALUATION -Dec)	ı
1.1 Strategic Plan/Tasks ali	% of Task Achievement		70-85%	86-100%	101-120%	>120%	Planned	weigii -ted	Pa	tina	Wei	ghted	Rat	tina	Weig	hted
1.1 Strategic Plan/Tasks and	igned to BU/BP Balanced Sco	recard	Evnostod	Doutoumana Outro	ute / Dogulte		Timeline	-teu	Ka	ting	Avg.	Score	Kal	Ling	Avg. S	Score
Objecti	ive/Plan	1	2 Expected	Performance Outpu	4	5	Jan-Dec		Self	Boss	Self	Boss	Self	Boss	Self	Boss
1. Reduce GHG emission		0.541	0.540	0.539	0.538	0.537	Nov'23									
5. DJSI Score		Non-DJSI Member with lower score	Non-DJSI Member but maintain score	DJSI Member	DJSI Member with improving score	DJSI Member at Highest Score	Nov'23									
5. Quick-win Projects (Cost saving)		0.5%	1.0%	1.5%	2.0%	2.5%	Nov'23									
1.2 Work Plan/Tasks withi	n own area of Accountability						Planned	Weigh	Ra	ting		ghted	Rat	ting	Weig	
			Evnected	Performance Outpu	its/Pasults		Timeline	-ted			Avg.	Score		9 	Avg. S	Score
Objecti	ive/Plan	1	2	3	4	5	Jan-Dec		Self	Boss	Self	Boss	Self	Boss	Self	Boss
																<u> </u>
1. Energy & Cost saving project (M	MB)	45	46	47	48	49	Nov'23									
5. Sustainability Project		20	40	60	80	100	Nov'23									
1.3 Innovation & Creativity	& Process Improvement Proc	ıram					Planned	weign -ted	Ra	ting		ghted	Rat	ting	Weig	
(Criteria of expected ou	tputs/result : Progran/Plan	Completion and/or	Business Impact of	Program/Plan Resu	lts)		Timeline	(%)	IXa		Avg.	Score	Na.		Avg. S	Score
Please Specify: *			Criteria	၂ of Program/Plan Co	mpletion	5										
Dragram / Drainet - Dachhai	and Managamont	<u>≤</u> 70%	80%	100%	110%	<u>≥</u> 120%										
Program / Project : <u>Dashboa</u> Objective : <u>Realtime manage</u>				ess Impact of Progr												
Output : Project complete		Low Value Initiative	Moderate Value Initiative	High Value Initiative	Big Win Initiative	Great Initiative	Jan-Dec	10%	Self	Boss	Self	Boss	Self	Boss	Self	Boss
Note * : No.of Program ba Impact, which can be range If high value can be 1-2 prog	from 1-3 programs.	Creates	Creates moderate impact, resulting in some improvement to the company's	Creates high impact on the business, resulting in high positive	Creates big impact on the business performance, resulting in very	Creates huge impact on the business performance, resulting in										
Automation improvement pro	iect to reduce mannewer		business.	improvement on the	high positive	significant										
(Permanance and Out source)	-															<u> </u>
Green industies level 5 BP Plant																1
	A	greeable Individual	Objective/Plan Settiı	ng				100%	TOTAL I				TOTAL			
Developed by :	umbent	Consented by :	ect Boss	Approved	d by :	ad / BG Head			RE\	/IEW			REV	'IEW		
Date:		Date :			во/вр пес Date :	•				Approva	of Perfo	ormance C	Output Ev	aluation		
								Ev	aluated b	y Direct Bo)SS	Ap	proved by	BU/BP He	ad / BG He	ad
Direct Boss	۶ ≥			.u												

			L = 1		1 – 7			•				1			
DIALOG			Interir Revie		Final										
DI/	Self		7 A		Eva)]	 Date :)		(Date :	,	
			Rating	Degree of Desired Behav	rior Demonstration		% of Time								
			5	Always and perfectly der	nonstrates this competer	ncy/item as <u>a role model</u>	91 - 100%								
- 14	PART 2	,	4	<u>Mostly</u> demonstrates this c	ompetency/item		76 - 90%								
	/-I-N-N-I-N-G WA` ROLE COMPETENC		3	Often demonstrates this co	mpetency/item		51 - 75%				l REVIEW -Jun)			. EVALUA [.] Jan-Dec)	TION
			2	<u>Sometimes</u> demonstrates	this competency/item		25 - 50%			(Suii	Juliy			Jun Dee,	
			1	Rarely/never demonstrate	es this competency/item		<25%		D-4		Weig	hted	Datina	\	Veighted
				W-I-N	I-N-I-N-G WAY				Kat	ting	Avg.	Score	Rating	A	vg. Score
	Items				Definition & Key Be	ehaviors		Weigh -ted	Self	Boss	Self	Boss	Self Bo	ss Se	lf Boss
	NAVI I AAAIA d	_		oout the goal accomplishment and com	mit to achieve at the	highest with preparation for the best, wors	t and everything in	12.5%							
W	Winning Attitude			rlying issues in complex situations to boost u	ip team performance to	achieve high standards of business results, remain	ning under pressures								
т	Insights for Custo	Deep	empathy t	o uncover the rich insights of customer	s and deliver tailored	l products & services		12.5%							
	2110191101 101 04000		In-depth und	erstanding and analyze customer/customer's	insights in changing bu	siness and synthesize integrated, holistic solutions	s with appropriate focuse	d teams							
N	Nuture Relations	hips Work	with other	s both internal and external as busines	s partners towards a	win-win cooperation		12.5%							
		-	Proactively cu	ltivate and strengthen win-win partnerships	through participate in cr	ross-functional, professional networking, multi-sta	keholder groups, mindfu	l of sensitiv	e business	information	on and cor	porate goa	s		
N	New Opportunity			siness intelligence by grasping the opp CA: Volatility, Uncertainty, Complexity, Ambig	<u>-</u>	environment and translating into action and	d/or strategic	12.5%							
	,			,, ,, ,, ,,	•	and encourage timely decision-making and refinen	ment of execution plans f	or business	optimizati	ion	<u>l</u>				
		_		at people fairly based on their uniquene	ess while feeling a se	nse of group membership to maximize resul	Its and performance	10.0%							
I	Inclusion		evement Values and le	verage diversity through inclusion to foster h	igh levels of engagemer	nt and positive work environment with trust and o	ppen communication, hor	l nesty and fa	air merit-ba	sed decisi	on on perf	formance a	nd potential (w	h respect	.O
		1	promotions, r	ewards, task allocation and learning opportu	nities)	·		Ī			· 			<u> </u>	
N	Non-Bureaucracy	/				xible to survive in a competitive environmer		10.0%							
						ork processes to complete fast, focused and flexible									
G	Governance		•			n a timely, appropriate and responsive man	ner	10.0%							
		. (Jphold custo	mer and wider company interests above that		OLE COMPETENCY (Pls. identify the role b)									
			c Manage	N.	N	c Specialist									
	Al	ble to mana	_	ourage people to optimise their		Apply and improve extensive or in-depth s	pecialized				I			T	
	po	otential and	deffectively	manage relationships in order to		knowledge, skills, and judgement to accom	•	10.0%							
	ac 9	chieve orga Set clear perf	inisational of	goals gets and develop a sense of commitment to		effectively Clearly understand technical aspects of one's jo	b and continuously build	S							
	People	to accomplis	sh prioritized	performance goals and targets with good te	Professional Expertise &	specialized knowledge, keeping up-to-date on									
Ma		relationship Check on the		d quality of the work and provide balanced,	Development	aspects of the job Apply technical/procedural knowledge to correct	tly address a situation								
			dback on a re			in a timely manner		bis sals s							
		for improve	ment in a fai	plems in a timely manner and set goals r and consistent manner		 Recognize trends in theory and practice of own develop practical solutions to new or highly co 	mplex issues	tively							
			_	of employee by providing a for enhancing performance and		Have good sense of available information a insight to tackle a problem by using a logic	and transform into	10.0%							
	pr	rofessional	growth			sequential approach	•								
			•	ck, detailed instructions and concrete sugges r their work and performance improvement		· Organize significant information from various so	ources to clarify the scop	e of I							
ט				and aspirations and work with employees	Analytical Thinking	issue systematically Dissect the complexity of situations to synthesi	ze the root cause-effect								
				velopment activities		relations and trend analysis									
				ment conducive of personal development ar riences clearly to help employees fulfill their		 Grasp complexities and perceives relationships to recommend potential alternative solutions; 									
			•	C GROUP's direction		each solution	<u> </u>		TOTAL	NEEDIM			TOTAL FIAN		
								100%	TOTAL I REV	IEW			TOTAL FIAN REVIEW		
JE	Direct Bo	ss	Review		uation					-	-		I-N-G Way Evaluation		
061					<u>الربّ</u>			Ev	aluated by	/ Direct Bo			proved by BU/E	P Head / B	G Head
JIALOGU			rerim —		al Eval							'		·	
		ı	z		<u>—————————————————————————————————————</u>				-			1			

	Self	Ā		<u></u>			`	·)
	PART 3				DEVELOPMEN'	T OPPORTUNITY AND PLAN			
	Development	Needs	Expected Development Res	sults Experientia		Development Options* al Learning (20%)	Formal Learning (10%	Planned Timelined	Priority U M
-									
L	* Development Op	tions	The 70 :	20 : 10 Development	Model blends learning oppos	tunities in a way that may	imizes evneriential asnects	** $U =$	Urgent, M = Moderate
	Development Opt	LIOIIS	The 70 .	20 . 10 Development	Experiential Learining (<u> </u>	inizes experiencial aspects	and expedites learning speed and t	quanty.
A N S J K C	lob Shadowing Action Learning Mirror Secondment lob Aid Knowledge Sharing Cross-Functional Assignment Group Individual Reflection Professional Associations/Netw	To solve real problems to be observed to detach from Tools or instruction To share data To assign jobset to improve or Social Leworks Group of professional	t a job by walking through the world roblems that involves taking action of and feedback by trused person in regular job for temporary assignmentions for helping a person work mention, skills or expertise for project where contribute multiple see's self by serious thought about of arning (20%) resional expertise in specific area relationship to helps increase expo	n and reflecting upon the ment elsewhere (internal/elore efficient team (internal/external) kills or areas of profession ne's character and actions asure, creates learning opposite the mean of the mean actions as the mean actions are the mean actions as the mean actions as the mean actions are the mean actions as the mean actions as the mean actions are the mean actions are the mean actions as the mean actions are the mean actio	results I Stretch Project/As I Leadership Retrea I Learning Alert I Self-Directed Lear I Scenario Planning nal expertise I Work Buddy Assig	ssignment A strategic To learn the In brief information To know the A structure cause risk of Interpretation To work too Workshop A formal train To work too A meeting to	and challenge learning approarrough workshop outside workpormation of new trends as a sone area of development of one's d way to think about the future or, alternatively create opportugether in pairs or small groups Formal Learning (aining session for discussion)	s self by self awareness and others devel e to be more prepared for events that co nities to encourage and share for goal accomp (10%)	nefit of learning opment tools uld olishment
	Communities of Practices Coaching	A group of pe	lge, skills and perspective with an in ople in particular area who share kr dvice and guidance in a specific tas	nowledge, skills or experie	I Guest Speaker ences I E-Learning		o has been invited to present a la online media	speech in a specific area at an event or	online
	PART 4 How satisfy you are with your if you have chance to conside		Very High High What is your preference tasks? (Ple	Medium Low Low ease specify)		WISH & ASPIRATION d what is your aspiration? (Plea	ase specify)		
_			PERFORMANO	CE GRADING (Part 1	: Performance Output + Part 2				
		Pa	weighted %	Final Score	Base Pay (Mer	rmance Related Pay Schemit) Performance In Weighted %	ne ncentive (Bonus) Score		
	FINAL GRADE	Dart 1 '	DRMANCE 100%		(A) x 50%	(A) x 80%			nance Grade
		Dart 7 :	I-N-I-N-G WAY LE COMPETENCY		(B) x 50%	(B) x 20%		3.51 - 4.00 VG (Very G	food Always)
					Total Score (100%) Final Grade	Total Score (100%) Final Grade	—	•	n Average) ate to Minimum)
				Ackno	wledgement of Performance	Evaluation Result			
	Acknowledged by :			·	Direct	t Boss		BG Head / CEO&PRD	
	Date:	/		Date :	/		Date :/	/	

PERF	ORMANCE EVA	LUATION	FORM : Y	'ear 2023		В	Fo G HEAD, B		AD			F	ORM	: PE	1	
Employee Data	PIN BU/BP GHRD -	Name Corporate Human F	Resources		PB BG Bus	Positi iness Partner	on									
PART 1	Guideline for Rating	setting expected p	performance outputs/r	esult and/or evalua	ting performance o	outputs 5					EVA	LUATIO	N : P	ART 1		
: PERFORMANCE OUTPUT/ WORK PROGRAM	Degree of Achievement Result	Deliver the <u>defective</u> performance outputs <u>regulary</u>	Deliver the incompleted performance outputs occassionally	Deliver the good performance outputs satisfactorily	Deliver the <u>superior</u> performance outputs <u>mostly</u>	Deliver the excellent performance outputs outstandingly	7		II	NTERIM (Jan	l REVIE I-Jun)	€W	FIN	NAL EV	ALUAT -Dec)	ION
	% of Task Achievement KPI ACHIE	<70% VEMENT & INDIVID	70-85% OUAL OBJECTIVE/PLA	86-100% N SETTING	101-120%	>120%	Planned	Weigh	Ra	iting		ghted	Ra	nting		ghted
BG/BU/BP - KPI Achieven	nent						Jan - Dec	-ted (%)			Avg.	Score	\vdash		Avg.	Score
SPECIAL TASK ASSIGNM (It can be the objective for Dev	IENT velopment/Innovation, Project/W	ork Related Improv	rement)				Jan - Dec	0%	Ra	iting		ghted Score	Ra	ating	•	ghted Score
Agreeable Individu	ual Objective/Plan	1	Expected 2	Performance Outp	outs/Results 4	5	Jan - Dec	0%	Self	Boss	Self	Boss	Self	Boss	Self	Boss
202	23			3	-	3										
Increase Leadership Cap last 2 years	ability Index from average															
2. BU/BP Employee Engage	ement Score															
No Decrease of Regretable average last 3 years (Regreaverage 1-3 years of perforance)	etable Turnover:															
4. Total no. of 1-on-1 coach reports in every months (M	•															
 INDIVIDUAL DEVELOPME 	NT PLAN COMPLETION 2	022									Wai	ghted			Wai	ghted
	Rating Degree of	Complete < 75% of	2 Mostly complete IDP	3 Fully complete IDP	4 Fully complete IDP	5 Fully complete IDP and	Jan-Dec		Ra	ting		Score	Ra	iting	•	Score
Areas to Strengthe	n IDP Completion	IDP and not apply those areas.	and occasionally apply those areas to perform successfully	and <u>occasionally</u> <u>apply</u> those areas to perform successfully	and consistently apply those areas to perform successfully	create exceptional / unique contributions in organization	oun boo		Self	Boss	Self	Boss	Self	Boss	Self	Boss
		Development Obje	ctives	Spe	ecific Development	Options										
Agro industrial estate	expand business fr	rom upstream to dov	wnstream				Jan-Dec.						1			

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Big C B	ig Smart Local		Big C platform	n opportunity for farmer, otop, sme									
				Agreeable Individual Objective/Plan Sett	ing		20%	TO (Inte		#REF!		TOTAL (Final	0
	Developed by :Incumbent Date :			Consented by : Direct Boss Date :		Approved by :BG Head / CEO&PRD Date :			riew) proval of	Perforr	nance O	Evaluation) utput Evaluatio	on
OGUE	Direct Boss	Review			aluation				Direct Bo			oved by BG Hea	
DIALC	Self	Interim			Final Ev		,			,		(Date :	•

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		Rating	Degree of Desired Behavior Demonstration	% of Time				EVALU	ATIO	N . B	ADT 2		
	PART 2	5	Always and perfectly demonstrates this competency/item as a role model	91 - 100%				EVALU	41101	N : F/	ARI Z		
	PARI Z	4	Mostly demonstrates this competency/item	76 - 90%									
: W	/-I-N-N-I-N-G WAY	3	Often demonstrates this competency/item	51 - 75%				I REVIEW -Jun)		FIF	NAL EVA Jan-		NC
& RC	OLE COMPETENCY	2	Sometimes demonstrates this competency/item	25 - 50%	7		(Jan	-Juli)			(Jan-	Dec)	
		1	Rarely/never demonstrates this competency/item	<25%				Weight	ed			Weig	hted
			W-I-N-N-I-N-G WAY			ка	ting	Avg. Sc	ore	Rat	ing	Avg.	Score
	Items		Definition & Key Behaviors		Weigh -ted (%)	Self	Boss	Self E	oss	Self	Boss	Self	Boss
w	Winning Attitude	•	e goal accomplishment and commit to achieve at the highest with preparation for the best, wo	orst and everything in	12.5%								
VV	Winning Attitude	 Create organizational a 	agility based on shared vision to be adaptable and move fast in a volatile business environment for strategic goals achiev	vement									
	Insights for Customer	Deep empathy to unco	ver the rich insights of customers and deliver tailored products & services		12.5%								
•	_	Develop a design-drive	en culture, both design thinking and design doing to create differentiated products/services for heightened customer expe	eriences									
N	Nuture Relationships	Work with others both	internal and external as business partners towards a win-win cooperation		12.5%								
		Sustain and establish r	new business alliance while taking calculated risks to ensure mutually beneficial outcomes for enduring business and rela	ationships									
N	New Opportunity	Demonstrate business *VUCA : Volatility, Uncertainty, C	intelligence by grasping the opportunity in the VUCA environment and translating into action a topolexity, Ambiguity	and/or strategic execution	12.5%								
		Anticipate and plan for	incoming challenges to develop competitive advantage and future possibility, risks and continual improvement on the fly	for sustainable growth									
_		'	ole fairly based on their uniqueness while feeling a sense of group membership to maximize res	sults and performance	10.0%								ĺ
ı	Inclusion & Diversity		del of inclusiveness and diversity for business results through diverse workforce and create environment for inclusivenes vide opportunity for growth based on individual performance and potential	ss; alignment on business direction,	high-quality inte	eraction, in	spired con	nmitment to o	ontinued	success	and ongoi	ng organiz	zational
NI	N D	'	ate anything that block the ways of being fast and flexible to survive in a competitive environm	ent	10.0%								
N	Non-Bureaucracy	Passionately optimize I	BJC GROUP business efficiency, productivity with fast execution, non bureaucratic process/procedures and nurture emp	ployee empowerment, creativity, and	d innovation		<u> </u>						
G	Governance	Do the best possible pr	ocess for making and implementing ethical decision in a timely, appropriate and responsive ma	anner	10.0%								
		Drive organizational et	nical mindset and establish ethical paradigms for decision making and business activities										
			ROLE COMPETENCY										
		Able to manage and en in order to achieve org	courage people to optimise their potential and effectively manage relationships		10.0%								
	People Management		targets and develop a sense of commitment to others to accomplish prioritized performance goals and targets with good	d team relationship			<u> </u>			l		l	
	Management		and quality of the work and provide balanced, specific feedback on a regular basis										
			problems in a timely manner and set goals for improvement in a fair and consistent manner			ı	Τ		Т	1		1	
	Developing	Foster the developmer	nt of employee by providing a supportive environment for enhancing performance and professi	ional growth	10.0%								
	Others	•	back, detailed instructions and concrete suggestions to help employees master their work and performance improvement	nt									
			ills and aspirations and work with employees to identify appropriate development activities ronment conducive of personal development and structure interactive experiences clearly to help employees fulfill their a	aspirations in line with RIC GPOLID	s direction								
		• Stillidiate working envi	their conductive of personal development and structure interactive experiences clearly to help employees runin their a	aspirations in line with B3C OrtOol	3 direction	ТО	TAL			TOTAL	/Ein al		
					100%	, ,	erim	0.00		TOTAL Evalua	•		ĺ
						Rev	riew)	roval of W-	I-N-N	I-N-C W	lav		
	Direct Boss	>	s					le Compet			-		
GUE		Review	aluation		F, :-1:	نجا اممدما		i				/0503	. DDC
Ö		8 <u> </u>	al d		Evalu	iated by	Direct B	USS	Appro	vea by E	3G Head	/ CEO	*LKD

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DIAL		erim	al Ev			
	Self	<u>I</u>	Ē		()	()
					Date :	Date :

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	PART 3					DEVELO	OPME	ENT OPPORTUN	ITY AND PLA	AN						
	Development N	Expected Development Results				Development Options*				Planned	Priority					
	201010				Exp	Experiential Learning (70%) Social Learning			ng (20%)	(20%) Formal Learning (10%)		Timelined	U M			
ŀ																
ļ												** U = Urger	nt, M = M	oderate		
	* Development Opt	ions	The 70 : 20 : 10 Development Model blends learning opportunities in a way that maximizes experiential aspects and expedites learning speed and quality.													
						Experiential L	eriential Learining (70%)									
•	Job Shadowing	To learn about a	job by walking through th	ne work day as a	shadow to an exp	ertise • S	Special	Assignment/Project	To assig	n a special or particular task/p	roject for increasing	knowledge and skills				
•	Action Learning	To solve real pro	roblems that involves taking action and reflecting upon the results				Stretch Project/Assignment A strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that broadlength is a strategic and challenge learning approach that the strategic and challenge learning approach that the strategic approach the strategic approach that the strategic approach the strategic approach that the strategic approach that the strategic approach t				roach that broaden					
•	Mirror	To be observed	and feedback by trused person			• 1	Leadership Retreat To learn thro			through workshop outside workplace and far away from work for fully benefit of learning						
•	Secondment	To detach from	regular job for temporary	ular job for temporary assignment elsewhere (internal/external)			Learning Alert In brief information of new trends as a source of kr			source of knowledge	owledge for work					
•	Job Aid	Tools or instruct	ions for helping a person	ping a person work more efficient			Self-Directed Learning To know the area of development of one's self by self.			ne's self by self awa	If awareness and others development tools					
	Knowledge Sharing			skills or expertise for team (internal/external)			Scenario Planning A structured way to think about the future to be			ire to be more prepare	nore prepared for events that could					
	Cross-Functional Assignment	To assign job/pr	oject where contribute mu	here contribute multiple skills or areas of professional expertise			cause risk or, alternatively create opportunities			rtunities						
•	Group Individual Reflection		s self by serious thought	about one's cha	acter and actions	• \	Work B	uddy Assignment								
			earning (20%)						Formal Learning (10%)							
	 Professional Associations/Networks Group of professional expertise in specific area 					e, Seminar, Workshop A formal training session										
•	Mentoring		relationship to helps increase exposure, creates learning opportunities:-				Conferences & Forums A meeting for discussion			•						
_		•	ge, skills and perspective with an interested Mentee				Guest Speaker Person who has been invited to present a speech			it a speech in a spe	cific area at an event or online	!				
	Communities of Practices	•	ole in particular area who share knowledge, skills or experiences			ces • E	E-Learn	ning	Learning via online media							
•	Coaching	Coach offers ad	vice and guidance in a sp	ecific tasks or ob	jectives											
	PART 4					CA	REE	R WISH & ASF	PIRATION							
1	How satisfy you are with your curren	t tasks?	Very High	High	Medium	Low Very Low	v	3 And what is you	r aspiration? (Pleas	se specify)						
	**	_	, , <u> </u>	• Ш] 20										
2	If you have chance to consider any a	illernative tasks, what is y	our preference tasks? (Pi	ease specify)												
-	-															
		PF	RFORMANCE GI	PADING	(Part 1 · Par	formance Output +	Pari	t 2 · Competency	· W-I-N-N-I-N	N-G and/or Role Com	netency)					
			KI OKWANCE GI	ADING	(Fait F. Fei	Tormance Output +	ı aı	2. Competency	. ٧٧-١-١٩-١٩-١-١	V-O and/or Note Con	ipetericy)					
				Weighted	Final			Performance F	Related Pay Sc	heme						
		Pa	rts	%	Score			Pay (Merit)		ce Incentive (Bonus)						
	CINIAL					Weight	ted %	Score	Weighted %	Score						
	FINAL	Dart 1 ·	ORMANCE	100%	(A)	(A) x	40%		(A) x 80%			Final Grade Identific	cation			
	GRADE	ACHIE	VEMENT		. ,	1,4,,,			. ,			Score Performa	nce Gra	de		
			N-I-N-G WAY	100%	(B)	(B) x	60%		(B) x 20%			- 5.00 O (Outsta - 4.50 VG+ (Very 0		ave)		
		ROI	LE COMPETENCY		(-)	(3) X	30/0		(D) X 20/0			- 4.00 VG (Very C		ays,		

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	Total Score (100%) Final Grade Total Score (100%) Final Grade Grade	3.01 - 3.50							
Acknowledgement of Performance Evaluation Result									
Acknowledged by:	Evaluated by : Direct Boss	Approved by :BG Head / CEO&PRD							
()	()	()							
Date:/	Date :/	Date :/							

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