

AIS Performance Appraisal

AIS conducts the performance appraisal twice a year to assess employee performance. Employee remuneration is determined based on performance measurement, considering business objectives, leadership competencies, team goals, and behavioral evaluation in alignment with the corporate culture and compliance with the Code of Conduct. This ensures that employee compensation reflects their contributions and adherence to organizational values.

Furthermore, AIS promotes agile conversations as a form of informal assessment and regular check-ins. These conversations involve discussions and feedback on various topics, including passions, hobbies, and retrospective sessions during project execution. By incorporating agile conversations, AIS encourages open and ongoing communication, fostering employee growth, engagement, and continuous improvement.

As above process reflects AIS's commitment to evaluating and supporting employees in their professional development, aligning individual goals with organizational objectives, and creating a collaborative and growth-oriented work environment.

For the official process, the appraisal criteria are based on the following framework:

1. **Performance evaluation** is conducted based on mutually agreed objectives, individual targets linked to organizational business goals set by supervisors, subordinates, and teams. This process incorporates 360-degree evaluation, allowing employee as self, supervisors, subordinates, and team members to provide feedback to each other irrespective of their positions. This multidimensional approach to performance evaluation helps identify the performance gaps from the perspective of supervisors and subordinates. The Company also uses a formal "Performance Calibration" methodology to conduct employees' annual performance appraisals. All managers are required to assign performance scores to individual employees in the Performance Review System and benchmark their scores within the same Personal Grade level. The ranking methodology also reveals a list of employees' scores from highest to lowest. Additionally, our comparative ranking methodology requires managers and subordinates to set performance goals collaboratively in advance using the performance appraisal system. All employee performance appraisals are based on similar and standardized score guideline, and the score are converted into performance rating
2. **Evaluation of leadership competency** Junior and middle management are evaluated based on 10 leadership competencies and assigned weight distribution, The evaluation results are primarily used to determine individual compensation and develop further professional development plan.
3. **Compliance with corporate culture** which is based on the underlying concept of Fit Fun Fair, assesses employees' behaviors in terms of their physical fitness, mental health, knowledge and capability, effective work performance, and their ability to communicate in an open and respectful manner.
4. **Team-based performance approach** is promoted to hold teams responsible for plans and results. In this approach, action plans and performance metrics are structured around teams rather than individuals. The team-based appraisal evaluates the achievement of team Key Performance Indicators (KPIs) that reflect the overall success of the team. Any team that

meets the specified metrics will receive rewards or incentives for their strong team performance. Moreover, the team-based performance approach fosters a culture of collaboration, constructive feedback, and knowledge sharing in our organization.