



Performance Summary: Supply Chain

Supply Chain						
GRI	Required Data	Unit	OR Performance ^[1]			
			2022	2023	2024 ^[2]	2025
GRI 2-6 (2021)	Significant Supplier Identification					
	Total number of Tier 1 suppliers	Number	503	640.00	715.00	959.00
	Significant tier 1 suppliers					
	Significant tier 1 suppliers	Number	48	27	11	2
	Percentage of total spend on significant tier 1 suppliers	% of procurement spent	96.00	94.00	98.30	96.19
	Significant non-tier 1 suppliers					
	Number of significant non-tier 1 suppliers	Number	3	1	1	1
GRI 308-1 (2016)	Supplier ESG Management					
GRI 414-1 (2016)	ESG Factors in Supplier Selection					
	New suppliers screening using ESG criteria	%	100.00	100.00	100	100
	Weight of ESG in overall assessment of suppliers selection	%	60.00	No Data	60	60
GRI 308-2 (2016)	KPIs for Supplier Assessment and Development					
GRI 414-2 (2016)	Number of strategic significant suppliers assessed via desk assessments/on-site assessments	Number	17	28	12 ^[3]	3
	Target - percentage of significant suppliers assessed via desk assessments/on-site assessments	% of significant suppliers	100.00	100.00	100.00	100.00
	Percentage of significant suppliers assessed	% of significant suppliers	46.00	100.00	100.00	100.00
	Number of significant suppliers assessed with substantial actual/potential negative impacts	Number	0	4	1	0
	Percentage of significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	% of significant suppliers	100.00	100.00	100.00	100.00
	Number of suppliers with substantial actual/potential negative impacts that were terminated	Number	0	0	0	0
	Number of suppliers supported in corrective action plan implementation	Number	0	4	1	0
	Target of percentage suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	% of significant suppliers	100.00	100.00	100.00	100.00
	Percentage of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	% of significant suppliers	0	100.00	100.00	100.00
	Total number of suppliers in capacity building programs	Number	0	28	12 ^[4]	3
	Target - percentage of suppliers in capacity building programs	% of significant suppliers	0	100.00	100.00 ^[4]	100.00
	% of significant suppliers in capacity building programs	% of significant suppliers	0	100.00	100.00 ^[4]	100.00
-	Supplier ESG KPI					
	All key suppliers are required to complete a self-assessment (SAQ) covering environmental, social and governance (ESG) issues	% Target	100.00	100.00	100.00 ^[4]	100.00
		% Performance	100.00	100.00	100.00 ^[4]	100.00

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			2022	2023	2024 ^[2]	2025
	Communicating the Supplier Code of Conduct to all key suppliers	% Target	100.00	100.00	100.00 ^[4]	100.00
		% Performance	100.00	100.00	100.00 ^[4]	100.00
	Percentage of significant supplier assessed in the last 3 years (ESG risk identification)	% Target	100.00	100.00	100.00 ^[4]	100.00
		% Performance	100.00	100.00	100.00 ^[4]	100.00

Remarks:

N/A (Not Applicable): There is no relevant to the operations of OR.

No Data: There is no data in the reporting year.

[1] OR has refined its supply chain performance reporting approach by changing the reference year from the year of supplier procurement to the year in which supplier management activities are conducted, including risk assessment, sustainability assessment, result consolidation, and corrective action follow-up. As a result, the reporting period has shifted forward by one year to better reflect the Company's supply chain sustainability performance.

[2] The performance results presented are based on Desk Assessments and/or On-site Assessments conducted in 2024.

[3] The number of significant suppliers assessed through document review and/or on-site assessment verified by an external party covers only 11 significant direct suppliers, excluding 1 significant indirect supplier.

[4] The data presented in this section are outside the scope of third-party verification.

[5] The scope of third-party verification in accordance with GRI Standards covers OR's business activities as follows:

- GRI 308-2 (2016): Negative environmental impacts in the supply chain and actions taken – The reported data are within the scope of third-party verification, **except** for activities at depots and aviation refueling stations, Phra Khanong office building, Café Amazon Business Center (Amazon Inspiring Campus: AICA), and OR Academy (ORA).

- GRI 414-2 (2016): Negative social impacts in the supply chain and actions taken – The reported data are within the scope of third-party verification, **except** for activities at depots and aviation refueling stations, Phra Khanong office building, Café Amazon Business Center (Amazon Inspiring Campus: AICA), and OR Academy (ORA).