

Appendix A: Examples of Interests and Potential Conflicts of Interests

The following examples highlight where roles, activities or relationships should be declared and potential conflicts of interest that may arise.

1. Interests

a) Paid employment

This includes self-employment, offices held (such as public appointments) or employment where regular income is received and should be declared. Personnel should refer to their employment terms and conditions (including PPB Group's Employee Handbook and Code of Conduct and Ethics) and ensure the necessary permissions are gained.

b) Directorships

All paid directorship and unpaid directorship interests should be declared.

c) Relationships

Personal relationships may give rise to a conflict of interest as they have the possibility to influence decisions made or may be seen to give rise to biased decisions. All personal relationships must be declared as required by the PPB Group's Employee Handbook and Code of Conduct and Ethics.

d) Land or property

Other than a home used solely for personal accommodation, Directors and employees are requested to declare personal or commercial property which may lead to an association with the Group. This includes leasing or renting to or from the Group, living in Group buildings or buying or selling property to or from the Group.

e) Shareholdings

Directors, and employees are requested to declare the name of all public and private companies or other entities in which they or those close to them have a substantial interest (direct or indirect), i.e. 5% or more of the issued share capital in other companies, entities and/ or businesses which has business dealings with PPB Group, including its subsidiaries. Shareholdings amounting to less than 5% of the issued share capital, do not need to be declared.

f) Others

Interests that do not fall into the above categories but may give rise to a conflict of interest. For example, unremunerated interests, positions of authority held or other significant involvement in other organizations, e.g. charitable, or political or other educational bodies. It is particularly important for members of the governing body and senior management involved in procurement to disclose interests they have in, or with, any organization from whom the Group procures goods or services. Where the interest is of relevance to the business of the BOD or one of its committees, the declaration shall

be made as soon as practicable either at the meeting or in advance to the BOD Chairman or Company Secretary.

2. Potential Conflicts of Interests

a) Research Projects and Commercial Entities

Where a research project is expected to generate data/ findings that have commercial value, and if such commercial value is realized, the Personnel stands, or may stand to profit personally through involvement in an associated company or partnership.

b) Personal Relationships

i) PPB Group discourages any closely related relationship¹ between employees where:

- there is a direct supervisory relationship in existence (e.g. employee and supervisor).
- an employee has direct or indirect responsibility for, or involvement in, the other employee's work (for example procurement).

ii) Such relationships should be reported immediately in accordance with the procedure set out in the PPB Group Employee Handbook so that appropriate safeguards are put in place. This may include changing the supervisory relationship, or if necessary, remove any involvement in the employee's work or welfare.

c) Staff: Recruitment, Allocation of Duties or Promotion

No Personnel should be involved in decisions relating to the recruitment or assessment, allocation of duties or promotion of another Personnel with whom they have a personal relationship. All employees must declare their relationship with another person of interest, either during their own job application or immediately once such knowledge is availed to them, as guided by PPB Group Employee Handbook.

d) Gifts, Hospitality or Entertainment

Even if it may appear disrespectful to refuse a gift from an external party, nevertheless, if there is a conflict of interest situation (e.g. during sensitive period such as a tender or bidding process, where the gift is personal in nature, given by one of the bidders), then clearly such gifts cannot be approved. In this situation, the gift must be politely returned with a note of explanation about the Group's "No Gift Policy". The same goes for accepting Hospitality and Entertainment.

For more information, please refer to the Group's **No Gift Policy and Procedures**, and **Hospitality and Entertainment Policy and Procedures**.

¹ Closely related relationship has the same meaning with closely related person(s). Please refer to Section 1.1 of this Policy and Procedure for the explanation on closely related person(s).

e) Procurement

- i) No Personnel should be involved in the decision-making process for procurement of goods or services where they have a relationship with or connection to one of the parties involved.
- ii) No Personnel should accept gifts, hospitality or entertainment offered by any party involved in the procurement process (especially during tenders or contract negotiations), other than the modest refreshments during meetings.