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Document Title: PROCUREMENT PROCEDURE

Document No: QPM06-04

Issue No: 17

All users of this document/Procedure are to identify and ensure the latest approved issue.

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1.0 PURPOSE

The procedure is meant to provide structured procedure for the controlled of the procurement activities to acquire goods, works and/or services for manufacturing and non-manufacturing and supplier management by Procurement Division.

The main objective of the procedure is to ensure CTRM AC. receives the required good product and excellent services at a competitive price and long-term security of supply aligned and adhered to the HHB Group Procurement Policy (GPP), reference DRBH-POL-PR-01 in a timely manner.

2.0 SCOPE

2.1 The application of this procedure is mandatory for CTRM and all its' subsidiaries and must comply to the Malaysian laws including the Competition Act 2010 and all applicable guidelines thereunder.

2.2 This procedure must be read in conjunction with other relevant regulatory requirements, standards, and CTRM's operational documents issued by other division, ensuring alignment with and suitability for CTRM's specific business operations, as outlined in the relevant sections of the HHB Group Procurement Policy (GPP).

2.3 This procedure shall cover all procurement of goods or services in respect of capital expenditure and operating expenditure irrespective of the source of funds to be used to finance the acquisition. This procedure shall include all procurement that uses rental or lease arrangements as the source of financing. However, the purchase of trading inventories under agency agreements or joint venture agreements with principals are excluded from this procedure.

2.4 All procurement shall strictly adhere to the company's approved capital and operational budget. Any over expenditure or unbudgeted goods shall only be purchased with the approval from the relevant approving authority as per LOA and / or MDA.

2.5 HHB Group Procurement shall provide consultative advice and/or specific recommendations to CTRM on procurement issues whenever requested.

2.6 This procedure shall apply to all employees within CTRM who is involved in activities to procure goods, works and services from external parties. This procedure excludes Training, Recruitments, Employee and Director's business travel and claimable expenses.

3.0 ABBREVIATION/DEFINITION

3.1 ABBREVIATION

3.1.1 AVL

Approved Vendor List, controlled by Procurement Division, refer to CAP08-002 Vendor Management

3.1.2 e-BW
e-Bid Waiver

3.1.3 CCS
Commodity Consolidated Spreadsheet

3.1.4 CP
Commodity Procurement

3.1.5 CTRM
Composites Technology Research Malaysia Sdn Bhd

3.1.6 CTRM AC
CTRM Aero Composites Sdn Bhd

3.1.7 GDR
Goods Discrepancy Report

3.1.8 GP
General Procurement

3.1.9 GLD
Group Legal Affairs Department

3.1.10 HHB
HICOM Holdings Berhad

3.1.11 HoD
Head of Department

3.1.12 LOA
Limit of Authority

3.1.13 LOB
Line of Balance

3.1.14 MDA
Management Delegated Authority

3.1.15 MRP
Material Requisition Planning

3.1.16 NDA
Non-Disclosure Agreement

3.1.17 OEM
Original Equipment Manufacturer

3.1.18 PBOM
Production Bill of Material

3.1.19 Pre-Q
Pre-Qualification

3.1.20 PO
Purchase Order

3.1.21 PR
Purchase Requisition

3.1.22 RFQ
Request for Quotation

3.1.23 SCAR
Supplier Corrective Action Request

3.1.24 SDR
Service Discrepancy Report

3.1.25 SRAM
Supplier Risk Assessment Matrix

3.1.26 SRF
Shipping Requisition Form

3.1.27 SQA
Supplier Quality Assurance

3.1.28 VCOC
Vendor Code of Conduct

3.2 DEFINITION

3.2.1 Active Vendor
Classified as any vendor who has conducted at least one (1) business transaction with CTRM per calendar year.

3.2.2 Appendices
Documents needed for reference to support the process e.g. Flow Charts, Tables and Forms.

3.2.3 Approved Document
Approved Document shall mean a document that has been reviewed and approved by relevant authority as per LOA for the purpose of contract initiation ie; Management Approval Paper, Decision Analysis and Bid-Waiver.

3.2.4 Approved Vendor Lists
A database of vendors who have been registered subsequently passing the pre-qualification evaluation.

3.2.5 Approving Authority
Refers to an individual or group within an organization with designated power to review, approve, or reject decisions, actions, or transactions. This authority is typically granted based on roles, responsibilities, and hierarchical position within the organization, in accordance with the Levels of Authority (LOA) and/or Management of Delegated Authority (MDA).

3.2.6 Category Management
A strategic approach which organizes procurement resources to focus on specific areas of spends

3.2.7 Contract
A contract established between CTRM AC and selected supplier / subcontractor for a long-term business include agreement and Letter of Award (LOA)

3.2.8 e-BW
A system developed internally to create the BW as tabled in Clause 5.9.

3.2.9 E-Bidding Event
An online based activity used to negotiate prices dynamically for the procurement or disposal of materials, capital assets or services

3.2.10 Group Wide Price Agreement (GWPA)
A Group-Wide Price Agreement (GWPA) is a Group Procurement directive that establishes a contractual arrangement with a single set of pricing terms agreed upon across all entities within DRB-HICOM. This GWPA ensures consistent pricing for the procurement of goods or services from suppliers throughout the entire group.

3.2.11 LOA and / or MDA
A document indicates authorized personnel to approve certain value limit to purchase the items as per CTRM's document

3.2.12 Operational Documents
Refer to a comprehensive set of documents that provide instructions, guidelines, and frameworks for managing and executing various processes within an organization (SOPs, Guidelines, Process Flows, Templates and Manuals)

3.2.13 Purchase Cost

3.2.13.1 Total cost of goods, works or services stated as per the Purchase Order and / or Contract.

3.2.13.2 To be calculated to determine the most appropriate method of sourcing and to ensure purchase is within approved budget.

3.2.13.3 The maximum anticipated value of a purchase / contract including:

3.2.13.3.1 Any taxes, charges, premiums, fees (including consultancy and legal fee), commissions, interest, automatic price increments and all other forms of payments to be incurred over the life of the contract.

3.2.13.3.2 The value of any extensions or renewals that may be provided in the proposed contract.

3.2.14 Purchase Order
Any written order from customer and/or to supplier that specifies products and/or services required by CTRM AC / customers.

3.2.15 Referral Orders / Prices Fixed
An agreement where prices for goods are set during negotiation but orders are placed in stages. The price, terms, and vendor remain constant throughout the agreed period. No competitive quotations are needed for subsequent orders during this time.

3.2.16 Requestor / User

Requestor / User who own the goods, works or services to be procured. They are the project owner and initiator department and responsible to submit the PR, obtaining approval from the approving authority for purchases, ratification and deviations from the GPP, and providing a statement of needs (i.e. technical specifications and scope of works) to Procurement Personnel.

3.2.17 Safety, Health and Environmental (SHE) Requirements

A set of standards, regulations, and guidelines designed to ensure the safety, health, and environmental compliance of activities, processes, and procedures for CTRM, its contractors, and vendors. These requirements aim to safeguard the well-being of all stakeholders and protect the environment by adhering to established safety, health, and environmental practices throughout the organization and its partnerships.

3.2.18 Vendor Information Listing

List consists of the following:

3.2.18.1 Pre-Qualified Vendors List – new vendors who are successful in registering.

3.2.18.2 Approved Vendor List – active vendors

3.2.18.3 Non-Performing Vendors List – approved vendors but have failed their performance evaluation

3.2.18.4 Barred Vendors List – blacklisted, winding up petition against the vendor, or has initiated legal suit against HHB or has violated previous dealings with HHB.

3.2.19 Vendor Management

Consist of process for

3.2.19.1 Vendor Registration

3.2.19.2 Vendor Pre-Qualification

3.2.19.3 Vendor Evaluation

3.2.19.4 Vendor Debarment

4.0 RESPONSIBILITY

4.1 Buyer

A staff whom is from either GP or CP Department who is responsible to purchase materials either direct, indirect or consumable and/or to render services regardless it is manufacturing related material or not. Buyer also has knowledge in market analysis, purchase negotiations and delivery coordination. They are also responsible to perform sourcing activities as per PR submitted by Requestor and PO preparation and responsible to initiate and coordinate any contract with suppliers wherever applicable.

4.2 Contract Management

Contract Management is responsible to coordinate, manage and control all suppliers contract which having a long-term business with CTRM AC. Contract Management is the liaison officer between CTRM, suppliers and GLD.

4.3 Commodity Procurement (CP)

CP is responsible to purchase direct and indirect material which used for manufacturing of products including sub contracted parts.

4.4 Supplier Quality Assurance (SQA)

SQA is responsible for process, system or product audit for CTRM AC work package manufacturing related major suppliers listed in External Provider List (EPL), controlled b by SQA. SQA shall be responsible to perform incoming inspection and First Article Inspection (FAI). They also responsible to generate Production Bill of Material (PBOM) for fabricated parts e.g. metallic details bought of finish, etc.

4.5 General Procurement (GP)

GP is responsible to purchase non-BOM items as well as services, CAPEX and constructions.

4.6 VIS Unit

VIS Unit is responsible for the vendor management activities as below:

4.6.1 Vendor Registration and maintain Vendor Information Listing which required half yearly submission to HHB Group Procurement.

4.6.2 Vendor Pre-Qualification
Perform Pre-Q on new vendors including overseas vendors prior to request for quotation (RFQ) for purchase above RM10K or participation in any tender exercise. Exemption is given to vendor as per exemption list in CAP08-002.

4.6.3 Vendor Evaluation
To ensure registered vendors perform as per requirements as well as maintain their capability to provide goods / services VIS Unit is required to conduct evaluation of the vendors via desktop audit.

4.6.4 Vendor Code of Conduct (VCOC) Assessment – Self and Online Assessment
Active vendors will be requested to conduct VCOC Self-Assessment on compliance by answering questionnaires. The VCOC standard may be referred to the following website https://www.drb-hicom.com/vendor-code-of-conduct

5.0 PROCEDURES

5.1 Guiding Principles

All procurement decisions must be guided by the following principles:

5.1.1 Value for Money
To seek best value for money; lowest price is not the only basis for purchase and vendor selection. The term “value” shall include other factors such as:

5.1.1.1 after sales service

5.1.1.2 warranty

5.1.1.3 level of service provided by the vendor.

5.1.2 Whole Life Costing or Total Cost of Ownership (TCO)
Procurement decisions must be based on TCO and life cycle costing, i.e. the cost of the item or service over the life cycle of its use. TCO can be included as below:

5.1.2.1 initial purchase price

5.1.2.2 design cost

5.1.2.3 ordering cost

5.1.2.4 inventory and storage cost

5.1.2.5 transportation cost

5.1.2.6 import related cost

5.1.2.7 cost of upgrades

5.1.2.8 operating and maintenance costs

5.1.2.9 disposal cost

5.1.3 Open and Effective Communication
To be carried out to ensure potential vendors been given an equal and fair opportunity to bid

5.1.4 Audit Trail
Complete and accurate records for all purchases performed to be kept for auditing purposes.

5.2 Ethics in Procurement

All parties involved in the procurement process must act in the best interest of their company and DRB-HICOM. DRB-HICOM upholds the highest standards of ethics, integrity, and accountability in its business and operational activities. It is essential for all parties, including DRB-HICOM employees and vendors, to strictly observe and comply with the provisions set forth in Anti-Bribery and Anti-Corruption Policy (DRBH-POL-IGU-01) and/or Sections 16, 17, 17A, 18, 23, 25, and 28 of the Malaysian Anti-Corruption Commission Act 2009 (MACC Act 2009). Employees whether directly or indirectly involved in any aspects of the procurement process shall adhere to the following:

5.2.1 Conflict of Interest
A conflict of interest occurs when Employee or Director has personal interest interferes, or appears to interfere, with the interest of DRB-HICOM. No employees shall participate directly or indirectly in the selection or award or administration of any procurement if the possibility of a conflict could arise.
Such conflict of interest includes when:

5.2.1.1 Employee has financial or other interest in a vendor evaluated for award

5.2.1.2 Relative of employee has financial or other interest in the vendor

5.2.1.3 Employee is performing services as a consultant to a potential vendor

5.2.2 Misuse of Position
In alignment with Section 23 of the Malaysian Anti-Corruption Commission (MACC) Act 2009, employees shall not use their position to influence transactions for personal benefits or preferential treatment from vendors or contractors, especially when they have a financial interest in the vendor company. However, exceptions are made if the employee holds a small shareholding in a publicly listed vendor company, as outlined in Paragraph 10.8 (11.c) Appendix 2, RPT Bursa Malaysia, and Section 6.3.2 of the DRBH-POL-CS-01 Related Party Transaction Policy.

5.2.3 Fair Dealing
Honesty, integrity and trust must be observed in all respect at all times. Employees must deal fairly with vendors and should not manipulate, conceal, abuse or involved in any unfair dealing practice.

5.2.4 Confidentiality Information
(In conjunction with Clause 2.2)

5.2.4.1 Employees shall maintain the confidentiality of all information entrusted to them by CTRM with which CTRM conducts business, including any data or information provided by vendors during any procurement exercise.

5.2.4.2 Employee shall not knowingly use confidential information entrusted to them for actual or anticipated personal gain or which may be detrimental to the company in whichever way.

5.2.4.3 Under no circumstances should a competing vendor be provided with information that would give them an advantage over other vendors during the procurement or tender process, CTRM adheres to Part II, Section 5 of the Laws of Malaysia Act 709, Personal Data Protection Act 2010, to regulate the processing of personal data in commercial transactions.

5.2.5 Declaration of Interest
(In conjunction with Clause 2.2),
Employees to declare and disclose to the appropriate authorities, any material facts or relationships that could be expected to give rise to a conflict of interest. In the event that an employee encounters a situation where e or she is doubtful of its implication, the employee should seek clarification from his or her immediate superior.

5.2.6 Entertainment
Employees shall not accept purely social entertainment/trips offered or sponsored by vendors. However, entertainment is not construed to mean an occasional business meal or a function where the company stand to benefit from the vendor association.

5.2.7 Contacts and Visits to Vendors and Potential Vendor
Unauthorized vendor visits or contacts by employees are not encouraged to minimize risk of vendors misinterpreting statements offered by personnel as commitments.

5.2.8 Former Employees Representing Vendors
Prohibited for purchase from vendors who employ former employees for a period of one (1) year from the time the employee left CTRM and had access to pricing information. This prohibition is implemented with due regards to compliance with Section 4 of the Malaysian Competition Act 2010 and all applicable guidelines thereunder. Any exceptions must be approved by HOC.

5.2.9 Segregation of Duties
(In conjunction with Clause 2.2)
CTRM shall ensure that there is a proper segregation of duties within the procurement function and establish appropriate assignments of responsibility nd accountability. An employees shall not be responsible for more than one functions to minimize the risk of malpractices

5.2.10.1 Purchase Requisition (PR)

5.2.10.2 Issuance and Approval of PO

5.2.10.3 Receiving of goods

5.2.10.4 Payment verification and disbursement

This segregation reinforces effective internal controls, reduces the risk of errors or fraud, and promotes transparency throughout the procurement process.

5.2.10 No Personal Gain
Goods, works and services purchased by company's funds must be used strictly for company purposes and not for private purposes.

5.2.11 Reporting Irregular Business Dealings with Vendors
Any irregular business dealings between employees and vendors, including but not limited to bribery, corruption, cronyism, holding a stake (directly or indirectly) in the vendor's company, or any other behavior deviating from standard business practices, must be reported directly to the Group Internal Audit and Investigation Division (GIAID) in accordance with the DRBH-POL-AI-01 GIAID Whistleblowing Policy.

5.3 Mandatory Requirements

5.3.1 Approval

5.3.1.1 All purchases must be approved by the relevant Approving Authority before ordering any goods, works and services.

5.3.1.2 Disciplinary action shall be taken against any person placing the order before approval is obtained from the Approving Authority.

5.3.2 Budget Availability

5.3.2.1 All Capital Expenditure (CAPEX) and Operating Expenditure (OPEX) must be tabled in the CTRM annual budget and approved by the Approving Authority.

5.3.2.2 Requestor must seek approval for any purchases which are unbudgeted, additional or new budget from the relevant Approving Authority.

5.3.3 No Splitting of Expenditures

5.3.3.1 Costs for goods, works or services must not be artificially partitioned into smaller components to avoid competitive bidding or the need to seek higher level of Approving Authority.

5.3.3.2 Requisitions for the same goods, works or services from the same Requestor or Vendor within a short time period (determined on case-to-case basis) may be considered as splitting of expenditure.

5.3.3.3 Requestor shall forecast their needs for goods, works and / or services for a period of up to twelve (12) months, wherever applicable, unless it can be justified otherwise.

5.3.4 Corporate Guarantee

5.3.4.1 Format of the Corporate Guarantee, if there is any, shall be reviewed and approved by GLD and to be included in the Tender Document.

5.3.4.2 If Corporate Guarantee is required to be submitted by the Vendor, it shall be a condition precedent for the Vendor to submit the same prior to any release of payment to the Vendor.

5.4 Procurement Process

In conjunction with Clause 2.2)

All purchasing activities shall be properly planned and budgeted to ensure that business needs are met in a timely manner.

5.4.1 The Notification, Ordering and Post-ordering stages should be thoroughly detailed and appropriately addressed

5.4.1.1 Notification Stage – PR issuance

5.4.1.1.1 Users to complete the PR Form (Reg. No. 080) whenever there is a need to procure items / materials and / or render services

5.4.1.1.2 All PR must be duly approved by the approval authority tabled in the PR Form (Reg. No. 080)

5.4.1.1.3 All requests for purchases must include the performance specifications whenever possible so as to describe the products' capabilities.

5.4.1.1.4 Details of the flow for PR issuance and handling can be referred to the CAP08-001 PR and PO Preparation.

5.4.1.2 Ordering Stage – PO issuance

5.4.1.2.1 A PO to be prepared by the Procurement personnel based on the information provided by the PR, quotation submitted by the most competitive vendor and in line with recommendations submitted for approval.

5.4.1.2.2 The PO must be signed by the approving authority as per the LOA shall be considered as the final approving document for all purchases.

5.4.1.2.3 The content of the PO shall include but not limited to the following:

5.4.1.2.3.1 Purchaser's details

5.4.1.2.3.2 The agreed per unit price and total price

5.4.1.2.3.3 Order quantity

5.4.1.2.3.4 Date of delivery

5.4.1.2.3.5 Address for delivery

5.4.1.2.3.6 Payment terms (i.e. credit period) and

5.4.1.2.3.7 Any other conditions which may be deemed crucial in the order

5.4.1.2.4 The validity period of the PO must be stated clearly on the PO.

5.4.1.2.5 Standard terms and conditions of a PO must also be made part of the PO document.

5.4.1.2.6 Details process for PO issuance and handling can be referred to the CAP08-001 PR and PO Preparation.

5.4.1.2.7 In cases where the PO does not provide adequate terms and conditions to accommodate complex purchases, a written agreement or contract shall be used to replace the PO.

5.4.1.3 Post Ordering Stage – Receiving Product Ordered and Payment

5.4.1.3.1 All products / items / materials ordered will be delivered to warehouse for receiving and handling purpose as per QPM15-01

5.4.1.3.2 Buyers must be notified for any defect or reject goods in an ample time for ratification of such defect with suppliers.

5.4.2 Alteration to the approved orders, additional orders or variation orders shall be approved by the approving authority in accordance with the LOA and / or MDA.

5.4.2.1 In situations of contracts or orders where purchase quantities have been approved and subsequently an amendment to the purchase quantity is required, the procurement approval required shall be based on the Approving Authority of the entire total commitment even though Approving Authority approval has been obtained earlier.

5.4.2.2 In a situation where contracts have been approved and subsequently additional or variation to the works order are required, the procurement approval required shall be based on the Approving Authority of the entire total commitment even though Approving Authority approval has been obtained earlier.

5.4.2.3 In terms of the amendment of Purchase Orders, it shall be referred to the CAP08-001.

5.4.3 Non-Disclosure Agreement (NDA)

5.4.3.1 Where an exchange of confidential information is required between CTRM and Suppliers/Potential Partners, such as technical drawings or vendor information related to their new product etc. to protect the confidentiality of proprietary and sensitive information, a Non-Disclosure Agreement must be executed by both parties prior to any exchange of information.

5.4.3.2 The parties agree not to disclose or use the confidential information for any purpose other than that expressly authorized in writing.

5.4.3.3 NDA with Suppliers/Potential Partners shall adhere to the Process Flow as tabled in Para 8.2 Non-Disclosure Agreement Process Flow.

5.4.3.4 The authority to approve the receipt or disclosure of information lies with the Head of Company or any other personnel authorized by the Board of Directors.

5.5 Procurement Methods
(In conjunction with Clause 2.2)

5.5.1 All types of procurement methods must align with the purchase cost and adhere to competitive quotation requirements, ensuring that all purchases remain within the approved budget.

5.5.2 Any deviations from the HHB GPP must be recommended by GP and approved by the approving authority in accordance with the LOA and/or MDA.

5.5.3 The proposed methods of procurement are as follows.

NO	SOURCING METHOD	PURCHASE COST (RM)	DESCRIPTION
1	Quotation Purchase	Up to 3,000	One (1) quote
2	Quotation Purchase	Below 10,000	Min Two (2) Quotes / B2B Market Place
3	Quotation Purchase	From 10,000 to 500,000	Min Three (3) Quotes
4	Tender (Selective / Closed)	From 500,000	Min Three (3) Quotes
5	Tender (Open / Closed)	Above 10 mil	Min Three (3) Quotes
6	Bid Waiver	Above 3,000	Five (5) Criteria's 1.Proprietary/Sole Agent/OEM 2.Business Continuity 3.Customer Defined Vendor 4.Urgent Procurement 5.Emergency Procurement

The details process for each type can be referred in the CAP08-001 PR and PO Preparation and CAP08-017 Tendering.

5.5.4 In deciding the most appropriate method of procurement, the following factors shall be considered:

5.5.4.1 The total cost or value of the procurement, it is assumed that the risk is more for higher value purchases.

5.5.4.2 The possibility of achieving better value for money by testing the market competitively.

5.5.4.3 The urgency of the goods or services required.

5.5.4.4 Contracting strategy paper for all procurement of goods, works or services must be approved as per Approving Authority.

5.5.4.5 In any circumstances, whenever required, method of procurement can be changed from Tender to RFQ or vice versa with approval from Approving Authority. Proper justification must be provided for the change.

5.5.5 E-Bidding

5.5.5.1 Depending on the nature of the goods, services or works, particularly the value and complexity of the quotation / tender as well as at the discretion of the Head of Procurement, negotiation methods with the shortlisted vendors may either be conducted via conventional negotiation method or using e-bidding as tools for negotiation.

Only vendors passed the technical evaluation will be invited to participate in e-bidding.

5.5.6 Treatment of sole or insufficient number of submissions

5.5.6.1 A proposal or quotation cannot be opened and evaluated if there is only one (1) or insufficient number of submissions. Additional vendors must be invited to meet the minimum number of submissions required as per tabled in the procurement method.

5.5.6.2 GP's concurrence must be sought before a proposal or quotation can be opened and evaluated whenever all efforts has been exhausted to obtain the minimum number of submissions required.

5.5.7 Treatment of sole qualified vendor

A re-tender or re-RFQ must be conducted if during the RFQ or tender process, only one (1) qualified vendor unless the Committee has valid grounds to proceed and propose with the sole qualifier and approved by the Approving Authority.

5.5.8 Referral Orders / Price Fixed via Price Agreement (PA) or Group Wide Price Agreement ("GWPA")

5.5.8.1 Referral orders are for goods where prices have been agreed during the negotiation stage but staggered ordering basis. The price and terms of purchase with the selected vendor should remain the same for the agreed duration. Subsequent requisition of goods under referral orders does not require competitive quotations during the agreed period.

5.5.8.2 In the event where other competing vendors offer identical goods (specification and quality) at a lower price, HHB GPD must be informed prior to purchasing from the competing vendors.

5.5.9 e-Bid Waiver

5.5.9.1 e-Bid waiver is an application to waive the requirement for a competitive bidding exercise and to source and negotiate from a single vendor as tabled in 8.0 Process Flow under e-Bid Waiver.

5.5.9.2 Prior to undergoing the e-Bid Waiver process, Buyers need to ensure all other procurement methods have been exhausted before going for direct appointment.

5.5.9.3 Buyer must carefully determine which category to select whilst preparing the e-BW.

5.5.9.4 The authority to approve e-bid waivers shall be in accordance to CTRM's LOA.

5.5.9.5 Under these circumstances, the request for waiver shall be accompanied by a clear description of purpose and justification.

5.5.9.6 e-Bid waiver can be raised the following reasons:

5.5.9.6.1 Qualifying Criteria

5.5.9.6.1.1 Proprietary / Sole Agent / OEM

A situation where

5.5.9.6.1.1.1 Goods and / or services are only available from a specific vendor only; such as a specific component of equipment which is not inter-changeable or a peculiar service provided by a specialized professional or firm.

5.5.9.6.1.1.2 Maintenance or repair calls by the OEM are required for a piece of equipment, and the manufacturer does not have multiple agents to perform these services.

5.5.9.6.1.1.3 Replacement or spare parts are required from the OEM, and the OEM does not have distributors for those parts.

5.5.9.6.1.1.4 Patented items or copyrighted materials, which are only available from the patent or copyright holder.

5.5.9.6.1.1.5 Manufacturer makes the item meeting salient specifications and only sells directly / exclusively through one regional national representative.

5.5.9.6.1.1.6 Items required must be identical to equipment already in use by the Requestor, to ensure compatibility of equipment and that item is only available from one source, same reasoning applied in the continuation of research situation.

Valid documentary evidence must be provided. Letter of Proprietary / Sole Agent / OEM must state the validity period of the appointment.

5.5.9.6.1.2 Business Continuity

A situation where:

5.5.9.6.1.2.1 Vendor has been or is involved in early phases of a project, and the feasibility study or design has been determined:

5.5.9.6.1.2.1.1 By the Requestor that continuity is necessary; AND

5.5.9.6.1.2.1.2 By GP that no advantage would be denied from further competition; AND

5.5.9.6.1.2.1.3 That the vendor has already been pre-qualified; AND

5.5.9.6.1.2.1.4 That the vendor is in the AVL

5.5.9.6.1.2.2 Vendor involved in earlier projects for tender submission which CTRM has successfully won and if it has further been determined.

5.5.9.6.1.2.3 The goods, works or services receive a special discount arrangement, offering lower costs than commercially available. In such cases, other commercial sources should be checked to verify that more beneficial pricing is not obtainable.

5.5.9.6.1.2.4 The circumstances that give rise to the urgency were not foreseeable and were not the result of dilatory conduct on the part of the requestor

5.5.9.6.1.2.5 A tender competition has been held in the previous six (6) months and only one (1) suitable vendor could be found

5.5.9.6.1.2.6 A particular vendor has already given recent evidence of good performance, so economies of scale can be achieved through discount or building on previous work:

5.5.9.6.1.2.6.1 Where the need for goods, works, or services is so urgent that the time needed for tendering would be prejudicial to requestor interests

5.5.9.6.1.2.7 In the midst of establishing a new contract via a sourcing exercise

5.5.9.6.1.3 Customer Defined Vendor
A situation where:

5.5.9.6.1.3.1 The customer specifies the Vendor to be engaged by CTRM. Valid documentary evidence must be provided.

5.5.9.6.1.3.2 Collaboration project whereby vendor is named by the funding source, inter-agency agreement or trials where the equipment is required for compatibility and continuity of research.

5.5.9.6.1.3.3 Teaming agreement where CTRM:

5.5.9.6.1.3.3.1 are obliged to use the local representation of the international Joint Venture Partners of goods, works and / or services (e.g. Geely, Honda, Volks-wagen etc.);

5.5.9.6.1.3.3.2 need to team up with certain vendors who are specialized in certain categories before submitting tender documents to customer, provided vendors had gone through the approval process and a written approval received from customer permits CTRM to use the vendor;

5.9.6.1.3.2.1 Collaborate with vendor which is named by the funding source, inter-agency agreements or trials where the identical equipment is required for compatibility and continuity of goods, works or services.

5.5.9.6.2 Emergency / Urgent Procurement

5.5.9.6.1.1 A situation where there is an urgent or unplanned requirement for goods or services due to circumstances beyond the control of the Company.

5.5.9.6.1.2 A delay in delivery of such goods or services will have an

5.5.9.6.1.2.1 Adverse impact on the safety, image, operations downtime or financial aspect of the Company.

5.5.9.6.1.2.2 Situation where this BW category did not apply:

5.5.9.6.1.2.2.1 Ad hoc purchase requirement that is due to inadequate and / or poor planning.

5.5.9.6.1.2.2.2 Potential loss of revenue / customer due to failure to plan or act in a timely and proactive manner to replace or upgrade or renew contract

Documentary evidence must be provided in order to justify on purchases made on emergency basis.

5.5.9.7 Creation, Maintenance and Control of e-BW

5.5.9.7.1 Whenever a BW is required, Buyers shall prepare through the e-Bid Waiver system.

5.5.9.7.2 Buyers are to logon into the system with their designated login id and password to access, create and edit the e-BW.

5.5.9.7.3 Buyer shall prepare and get approval for the e-BW in accordance to the Approving Authority prior to PO approval.

5.5.9.7.4 Cancelled e-BW

5.5.9.7.4.1 There are an occurrence where e-BWs can be cancelled due to valid reasons.

5.5.9.7.4.2 Buyers to obtain approval from minimum HoD for any e-BW cancellation.

5.5.9.7.4.3 If the cancellation is rejected, Buyers are to proceed PO issuance as per CAP08-001.

5.5.9.7.5 All approved and cancelled e-BW generated through the system will be stored in the system for future traceability and audit purposes.

5.5.9.7.6 A copy of the approved and cancelled e-BW will also be saved in the server as a backup.

5.5.9.7.7 The e-BW Masterlist can be generated through the system.

5.6 Sourcing

5.6.1 The primary objective in a sourcing exercise is to obtain the best value for money, taking into consideration all commercial and technical factors in sourcing for goods and / or services. This involves the identification, evaluation, negotiation and configuration of products, services and vendors.

5.6.2 Whenever Exchange rate conversion is required, Buyers to use only Exchange Rate published in CTRM AC Finance server which updated daily on working days. If it has not been updated at the point of documents preparation, Buyers must use the latest available rate published in the CTRM AC Finance Server.

5.6.3 Buyers need to prepare Statement of Work (SOW) which used to be provided to suppliers who manufacture the fabrication parts that listed in Engineering BOM. The process as reflected in CAP06-013 Statement of Work.

5.7 Customer Supplied Products

5.7.1 Customer Supplied Product is an application for purchase from CTRM's customer where there is no e-bid waiver required.

5.7.2 A CSP Masterlist log has been generated in the server to record information for all CSP issued by Buyers. Buyers are responsible to complete all information required in the CSP Masterlist log for traceability purposes.

5.7.3 Buyer to complete Form No 821 for the CSP purchase activity.

5.7.4 CSP must be approved in accordance to the company LOA prior to PO issuance.

5.7.5 Approved CSP must be scanned into the server while hardcopy to be filed in the designated file for future traceability.

5.8 **Contract Management**

5.8.1 Contract with suppliers shall adhere to the Process Flow as tabled in Para 8.9 Contract Management.

5.8.2 Any contract or agreement to be signed shall clearly define the scope of works to be performed or goods to be supplied, the rights and obligations of all parties involved.

5.8.3 Only Procurement personnel are allowed to execute contracts or supply agreements with an Approved Document as per CTRM's LOA.

5.8.4 All contracts are to be referred, reviewed and approved for execution by the DRB-HICOM LAD before signatory; except in situation where the contracts has been approved and templated by LAD.

5.8.5 No company shall enter into a contract with a vendor where it is known that the vendor had or is currently engaged in any legal suit with any of DRB-HICOM Group Companies and/or where the vendor has a bad track record with any DRB-HICOM Group Companies or when there is a conflict of interest of any form.

5.8.6 Contract between CTRM AC and the selected supplier to be established for long term business relationship. It is recommended to have contract for business transaction worth of minimum RM1, 000,000.00 per annum. Otherwise, Purchase Order to be used as a contract reference.

5.8.7 Contract Extension / renewal
An ongoing contract nearing expiration may be extended if it includes an extension provision, the total monetary value does not exceed the original contract sum, the terms and conditions remain consistent with GLD clearance, and it is approved by the same Approving Authority in accordance with the LOA and/or MDA.

5.9 Supplier Management

5.9.1 Supplier Category
Items are divided into six main categories as shown below:

5.14.1.1 Civil works and buildings

5.14.1.2 Consumables

5.14.1.3 Equipment

5.14.1.4 Material

5.14.1.5 Services

5.14.1.6 Tooling and Fabrication

5.9.2 Supplier Selection

5.9.2.1 The supplier selection shall be based on Clause 5.5 Procurement Method of this procedure which require the Decision Analysis (DA) template as per in CAP08-001 or Tender under CAP08-017.

5.9.2.2 The supplier selection in the Decision Analysis (DA) or Tender Evaluation shall comply with the supplier approval and qualification as per CAP08-002 and CAP08-027. Supplier Mapping will be established and maintained in CAP08-027.

5.9.3 Supplier Development

Procurement Division will support all activities on Supplier development lead by CTRM SM as governed by CAP08-015 Supplier Work Transfer and CAP08-025 Supplier Delivery Assurance.

5.9.4 Supplier Monitoring

5.9.4.1 Procurement Department together with SQA personnel to evaluate and review the performance of the suppliers as outlined in QPM06-03 and CAP08-002.

5.9.4.2 They will also responsible to coordinate any audit(s), if applicable at the supplier's premises to improve the supplier's performance.

5.9.4.3 CP to coordinate and perform business review yearly for selected suppliers in order to assess supplier capability and capacity as well as monitoring and to drive improvement that enable the anticipation of issues to mitigate the risks of delivery.

5.9.4.4 The selection of suppliers for business assessment shall be based on the SRAM and Supplier Risk Register. The scope of business review assessment shall cover but not limited to:

5.9.4.4.1 Supply Chain Metrics

5.9.4.4.2 Capacity, facilities and equipment

5.9.4.4.3 Tooling management

5.9.4.4.4 Delivery and quality metrics

5.9.4.4.5 Resources

5.9.4.5 The assessment shall be conducted and the outcomes / results to be recorded using a controlled Business Review Checklist. Follow up actions shall be conducted to ensure that all open actions closed and mitigated.

5.9.5 Supply Risk Management

5.9.5.1 CP shall continuously monitor and measure risk on manufacturing related suppliers by conducting the supplier risk analysis.

5.9.5.2 Risk analysis is carried out by cross functional team which minimally consists of representative from CP and SQA and it is performed in order to:

5.9.5.2.1 Enable an early detection of any discrepancies.

5.9.5.2.2 Implement preventive actions instead of failure correction.

5.9.5.3 The Supply Risk Management shall be managed using two (2) methods:

5.9.5.3.1 Supplier Risk Assessment Matrix (SRAM)

5.9.5.3.1.1 Supplier Risk Assessment Matrix (SRAM) which is conducted yearly and categorized as per criteria and risk level.

5.9.5.3.1.2 This assessment record shall be controlled with revision history.

5.9.5.3.1.3 The SRAM format can be referred to Appendix 9.1.

5.9.5.3.1.4 The scope of assessment criteria:

5.9.5.3.1.4.1 Sole / Single source

5.9.5.3.1.4.2 Long lead time

5.9.5.3.1.4.3 Criticality of material supplied (contract status)

5.9.5.3.1.4.4 Capacity and capability

5.9.5.3.1.4.5 Quality performance

5.9.5.3.1.4.6 Delivery performance

5.9.5.3.1.4.7 High cost and / or volume

5.9.5.3.1.4.8 Financial

5.9.5.3.2 Supplier Risk Register

5.9.5.3.2.1 Supplier Risk Register Form Reg. No. 987 which shall be controlled with revision history, updated and review minimum monthly.

5.9.5.3.2.2 Risks will be categorized but not limited as below:

5.9.5.3.2.2.1 Operational

5.9.5.3.2.2.2 Financial

5.9.5.3.2.2.3 Contractual

5.9.5.3.2.2.4 Environmental, Social and Governance (ESG)

5.9.5.3.2.2.5 Continuity

5.9.5.3.2.3 Risk Level is determined as below:

5.9.5.3.2.4 Threshold to launch action in order to mitigate risk is defined as per below:

HIGH	Escalated to SCM Head of Division. Risk owner has to create a robust and credible action plan, to mitigate probability / impact / both at due date.
MEDIUM	Escalated to CP Head of Department. Risk owner has to create a robust and credible action plan, to mitigate probability / impact / both at due date.
LOW	No need to create any action plan

5.9.5.3.2.5 When action plans have been implemented, risk owner to review back the risk and determine new risk level in order to determine either the action plan is efficient or need to re-plan.

5.9.5.3.3 Below criteria but not limited may also trigger CP to update the Supplier Risk Register Form Reg. No. 987:

5.9.5.3.3.1 Supplier Risk Assessment Matrix (Medium and High Risk suppliers)

5.9.5.3.3.2 New supplier

5.9.5.3.3.3 New part number

5.9.5.3.3.4 Any changes which can affect form, fit and function of the product

5.9.5.3.3.5 Make or buy decision (Transfer of Work)

5.9.5.3.3.6 Changes on regulation linked to substances

5.9.5.3.3.7 Changes in the supplier’s sub-tiers

5.9.5.3.3.8 Minimum frequency

5.9.5.3.3.9 Supply disruption

5.10 Claim to Supplier

5.10.1 The related personnel who reporting any claim due to non-conformity and/or rejection to procurement department shall attached together the claim report with relevant evidence such as the GDR, SDR, SCAR, SRF or valid documents for any claim related to the supplier or service provider.

5.10.2 The potential claim shall be put in dedicated file and will be updated by finance department and supply chain division.

5.10.3 In the event of preparing the Letter of Claim (LC), the buyer may refer to contract management to get consultation prior to getting the signature of Head of Department or Head of Division.

5.10.4 In some cases, the finance department may be advised to hold a payment until the issue is responded by related supplier/ service provider. Buyer to follow up on the issue until both parties agreed on the claim. Upon agreement from both parties, the supplier has an option to settle the claim based on a case by case basis e.g. CTRM will issue an invoice (supplier will proceed payment or agreed to contra with AP invoice), credit note, replacement, freight charges, etc.

5.10.5 Head of Section (HoS)/Head of Department (HoD) and related buyer of the various related departments shall meet on quarterly basis to review the progress of all claims issued against supplier/ service provider conducted by Finance Dept.

5.10.6 Supplier Development Program (SDP) will assist to provide the supplier scouting details, capability and certified suppliers to the customers' requirement.

5.10.7 Whenever there is an exchange of confidential information occurs between CTRM and suppliers, such as technical drawings or vendors' information, NDA is required to be sent to suppliers prior to any RFQ take place

5.11 New Program in Development Stage

5.11.1 Whenever CTRM AC being awarded with new project, Procurement are required to purchase the products / items i.e. material, consumables, packaging and tooling to support the development stage i.e. FAI.

5.11.2 Procurement to start purchase the required items / products based on the purchase plan as mentioned in the CAP04-006 New and Concurrent Industrialization Program.

5.11.3 The purchases of the required items / products shall adhere to the QPM06-04 Procurement Procedure and CAP08-001 PR and PO Preparation.

5.12 Competition Act 2010

DRBH employees are required to comply with Sections 4, 10, and 40 of the Malaysian Competition Act 2010 when dealing with competitors, distributors, dealers, suppliers, customers, and other third parties. Employees are advised to consult the Group Legal Department (GLD) regarding any restrictive conditions.

5.13 Sustainability

DRB-HICOM's commitment to sustainability emphasizes the integration of Environmental, Social, and Governance (ESG) principles into its procurement practices. The company aims to minimize environmental impact, reduce costs, and enhance competitiveness through the following key principles:

5.13.1 Eco-Friendly Products: DRB-HICOM promotes the use of eco-friendly and energy-efficient products. This includes sourcing from suppliers who utilize clean technology and encouraging vendors to adopt strong environmental practices.

5.13.2 Resource Efficiency: The company focuses on making resource-efficient decisions by assessing the necessity of purchases and considering alternatives such as renting or sharing resources.

5.13.3 Responsible Purchasing: For essential purchases, DRB-HICOM prioritizes environmentally and socially responsible products. This involves evaluating the lifecycle of products, supplier policies, and ensuring that purchases are cost-effective and energy-efficient.

5.13.4 Lower Environmental Impact: The procurement strategy aims to select goods and services that have a lower impact, focusing on reducing emissions, waste, and hazardous substances while improving overall efficiency.

5.13.5 Green Procurement Program: This program emphasizes rethinking consumption patterns, reducing material use, recycling, and cutting energy consumption to foster a more sustainable operational model.

5.14 Safety, Health and Environmental

(In conjunction with Clause 2.2)

CTRM must ensure that health, safety, and environmental requirements are effectively managed in all relevant procurement activities, in accordance with SHE requirements and Health, Safety and Environmental Manual HSE-L1-M001.

5.15 Category Management and Group Wide Price Agreement Initiatives (GWPA)

(In conjunction with Clause 2.2)

HHB Group Procurement shall undertake Category Management by aggregating demand of common goods via the implementation of the GWPA. This initiative is aimed at leveraging on the Group’s existing and near future common spending.

Implementation process are as below:

5.15.1 CTRM’s buyers must provide HHB Group Procurement an accurate information on all goods identified to ensure the most appropriate sourcing strategy is implemented.

5.15.2 HHB Group Procurement with CTRM’s buyers shall undertake the necessary evaluation of the goods and services.

5.15.3 Once the vendor(s) has been selected and approved, a Procurement Directive will be issued by the HHB Group Procurement to CTRM for compliance under the GWPA.

5.15.4 CTRM’s buyers are not required to seek competitive quotations as per their general purchasing procedures for goods, products, services etc. covered under the GWPA initiatives.

6.0 APPLICABLE DOCUMENTS

DRBH-POL-PR-01	Group Procurement Policy
HSE-L1-M001	Health, Safety and Environmental Manual
QPM06-03	Supplier Rating System
QPM15-01	Warehouse Handling Material
CAP04-006	New and Concurrent Industrialization Program
CAP06-013	Statement of Work
CAP08-001	PR & PO Preparation
CAP08-002	Vendor Management
CAP08-015	Supplier Work Transfer
CAP08-017	Tendering
CAP08-025	Supplier Delivery Assurance
CAP08-027	External Provider Approval & Control
Form Reg. No. 987	Supplier Risk Register

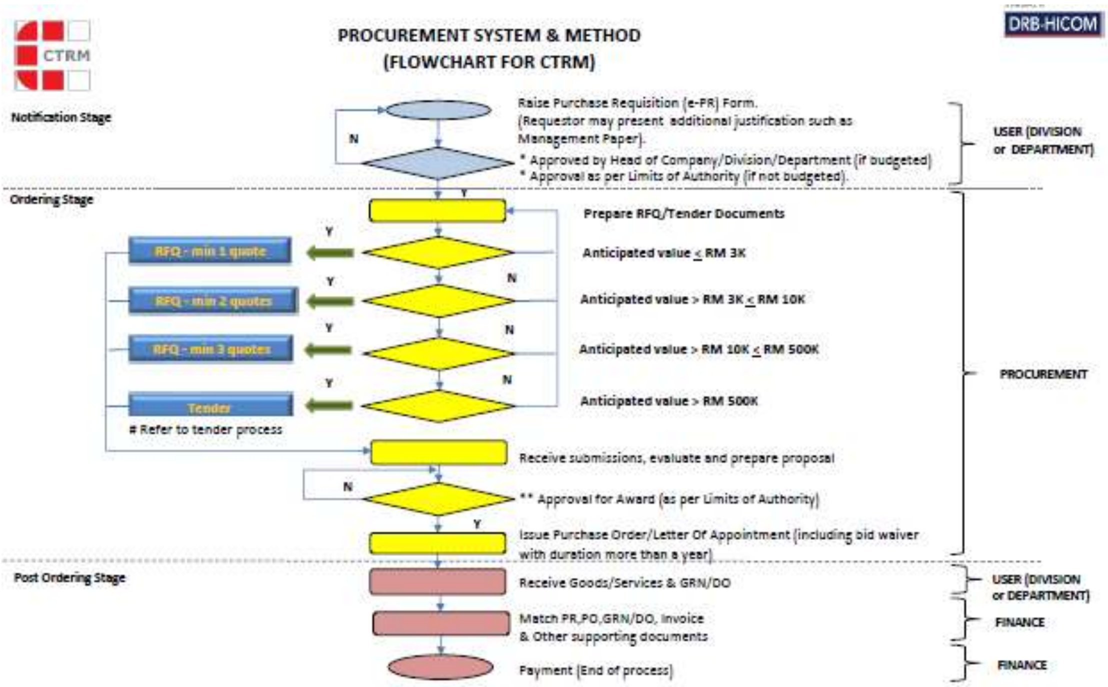
7.0 AMENDMENT RECORDS

Issue	Date	Description	Amendment by
17	June 2025	1. Inclusion • Para 3.2.10 Group Wide Price Agreement (GWPA) • Para 3.2.12 Operational Documents • Para 3.2.15 Referral Orders / Prices Fixed • Para 3.2.17 Safety, Health and Environmental ISHE) Requirements • Para 3.9.7 Contract Extension / Renewal • Para 5.8.7 Contract Extension / Renewal • Para 5.12 Competition Act 2010 • Para 5.13 Sustainability • Para 5.14 Safety, Health and Environmental • Para 5.15 Category Management and Group Wide Price Agreement Initiatives (GWPA) • Para 6.0 - HSE-L1-M001 Health, Safety and Environmental Manual	Norfazilah Baba

17	June 2025	2. Enhancement • Para 2.0 Scope • Para 3.0 Definition – 3.2.1, 3.2.5, 3.2.7, 3.2.14 and 3.2.16 • Para 5.2 Ethics in Procurement • Para 5.2.1 Conflict of Interest • Para 5.2.2 Misuse of Position • Para 5.2.3 Fair Dealing • Para 5.2.5 Declaration of Interest • Para 5.2.6 Entertainment • Para 5.2.7 Contacts and Visits to Vendors and Potential Vendor • Para 5.2.9 Segregation of Duties • Para 5.2.11 Reporting Irregular Business Dealings with Vendors • Para 5.4 Procurement Process • Para 5.5 Procurement Method • Para 8.1 Procurement Method and System Flow Chart 3. Removal • Para 3.2.13 Relatives • Para 5.2.3 Gratuities • Para 5.5.5 Tender Method • Para 8.3 Raw Material Purchase • Para 8.4 Consignment for Overseas Supplier • Para 8.5 Consumable for Local Consi • Para 8.6 Direct Line Feed (DLF)	Norfazilah Baba
16	Aug 2024	1. Revise • Para 5.11.5.3.2.2	Norfazilah Baba
15	Feb 2024	1. Re-locate 'A Member of DRB-HICOM' logo at front page 2. Added company registration number on each page 3. Delete "Approved Management Paper" and replaced with "Approved Document" 4. Add definition of "Approved Document"	Abdul Rahim bin Abd Mutalib
1	25 Mar 2010	First Issue	Norfazilah Baba

8.0 FLOW CHART

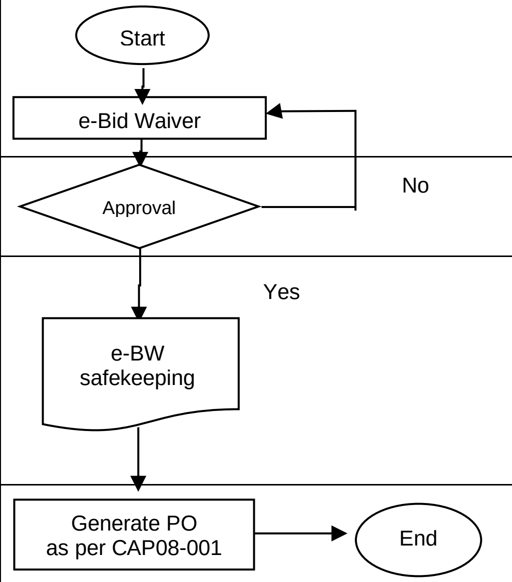
8.1 Procurement System and Method



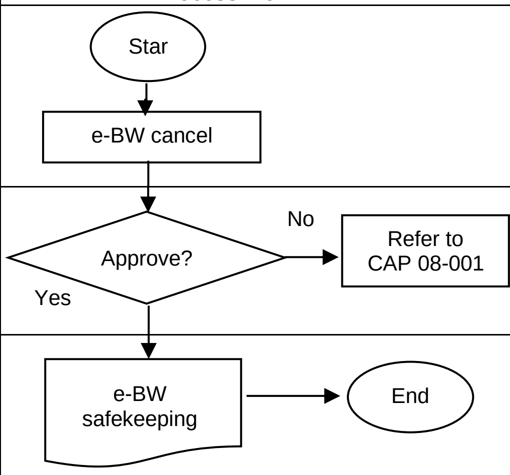
8.2 Non-Disclosure Agreement Process Flow

Responsible PIC	Process Flow	Details of Description
Buyer/Requestor	Start NDA Required No → Proceed with information exchange Yes	Buyer/Requestor to determine whether the sourcing exercise or any relevant activities requires confidential data transfer to Supplier / Potential Partner. NDA need to be signed by the supplier prior to any exchange of confidential information. If an NDA is already in place, Buyer/Requestor may proceed with information exchange.
Buyer/Requestor	NDA Request Form Use CTRM's NDA No → CTRM Legal to review Supplier's/ Potential Partner's NDA Yes	Buyer/Requestor to fill in the NDA Request Form to provide the necessary information to Contract Team. In the event the Supplier/Potential Partner proposed on using their own NDA, CTRM's Legal shall review the terms and condition of the Supplier's/Potential Partner's NDA.
Contract Team/ Buyer/ Requestor	Prepare NDA and send to Supplier/ Potential Partner	Buyer/Requestor to forward the NDA to Supplier for their agreement on the terms and conditions.
Supplier/Potential Partner/ Contract Team	Accept Terms No → CTRM Legal to review T&C until mutual agreement Yes	Supplier shall accept and agree on the terms and conditions of the NDA. In the event Supplier/Potential Partner wishes to amend the terms and conditions, CTRM's Legal to further review until mutual agreement achieved.
Contract Team/ Buyer/Requestor	NDA to be signed according to LOA	The NDA need to be approved by the authorized personnel in accordance to the company's Limit of Authority (LOA) once the Supplier/Potential Partner agreed with the terms and conditions. If the authorized personnel needs clarification, requestor is responsible to clarify the purpose of the NDA
Contract Team	Retain a copy and update the NDA master list	The signed NDA to be forwarded to Contract Team for safekeeping and to be updated in the NDA Master List.
Contract Team/ Buyer/Requestor	Return a copy to Supplier/ Potential Partner	Buyer/Requestor shall forward a copy of the NDA to Supplier/Potential Partner.
Buyer/Requestor	Drop data / exchange of information to Supplier/ Potential Partner → End	Buyer/Requestor may drop data or exchange of information to Supplier / Potential Partner

8.3 e-Bd Waivers

Responsible PIC	Process Flow	Details of Description
Buyers		Buyers are to logon into the system with their designated login id and password to access, create and edit the e-BW.
Buyers		Buyer shall prepare and get approval for the e-BW in accordance to the Approving Authority prior to PO issuance.
Buyer / PO Generator		All approved and cancelled e-BW generated through the system will be stored in the system for future traceability and audit purposes. A copy of the approved and cancelled e-BW will also be saved in the server as a backup. The e-BW Masterlist can be generated through the system.
PO Generator		PO Generator to generate PO adhere to the CAP08-001 PR and PO Preparation.

8.4 e-Bid Waivers Cancellation

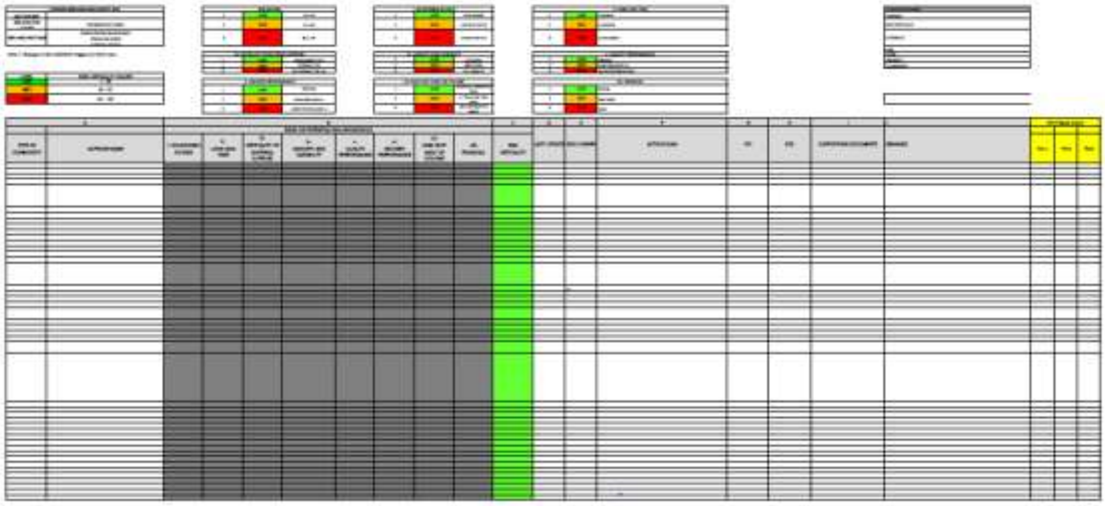
Responsible PIC	Process Flow	Details of Description
Buyer		There were an occurrence where e-BWs can be cancelled due to valid reasons.
Buyers / HoD above		Buyer to proceed to obtain approval from minimum HoD level for any e-BW cancellation. When the cancellation rejected, Buyers to proceed PO issuance as per tabled in CAP08-001.
Buyers		The approved cancelled e-BW to be stored in the system for future traceability and audit purposes. A copy to be saved in server as a backup.

8.5 Contract Management Process Flow

Responsible PIC	Process Flow	Details of Description
Buyer / Contract Team	Start → Approved Document	Buyer need to provide the Approved Document whilst Contract Team will start the negotiation with the respective supplier concurrently.
User	Fill up Agreement Request Form	User to provide details of the agreement by completing the Agreement Request Form and submit to Contract Team.
Contract Team	Prepare & review draft agreement with legal & user	If supplier's agreement to be used, after reviewed, send the copy to DRB Legal Affairs Department (LAD) to vet through. Any new template used has to be approved by DRB LAD. Need to review with DRB LAD and user if any special condition to be included in the draft agreement.
Contract Team	Send draft agreement to supplier	Follow up with the supplier on the draft agreement.
Contract Team / User / DRB LAD	Review feedback from supplier	Review with team and DRB LAD (where applicable).
Contract Team	Feedback to supplier	Supplier to review and confirm on the feedback.
Contract Team	Agreed (No → Review feedback from supplier)	Final draft shall be sent to obtain management approval on the terms and conditions. Upon management's approval, a memo will be sent to DRB LAD for their approval.
Contract Team	Yes → Supplier to send signed copy of agreement	Approved copy of the contract shall be sent to the supplier. Supplier to provide two copies of originally signed agreements.
Contract Team	Notify user to fill up Agreement Document Review Form	Contract team to submit Agreement Document Review Form completed by user to management for approval.
Contract Team	Proceed for management's signature	Submit agreement for management's signature together with the Agreement Document Review Form.
Contract Team	Send for stamping	Agreements signed to be sent for stamping (wherever applicable).
Contract Team	Scan signed agreement	Scan agreement can be retrieved from below : M:\Department\AC-SC\SUPPLY OPERATION MNGMT\Strategic Planning and Development\ Tan\Scanned Agreement
Contract Team	Return one original copy to supplier and another copy to be kept by procurement → End	Shipping Request Form is issued to send original copy to supplier (wherever applicable) Contract team to update tracking in the file below: M:\Department\AC-SC\SUPPLY OPERATION MNGMT\Strategic Planning and Development\ Tan\Agreement Progress 20XX

9.0 APPENDIX

9.1 Supplier Risk Assessment Matrix (SRAM)



9.2 Supplier Risk Register (SRR)