



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

Bangchak Sriracha Public Company Limited

Fiscal Year End 31 December 2024



Table of Contents

| | Page |
|---|------|
| Part 1 Business Operations and Performance | |
| 1. Group Structure and Operations | |
| 1.1 Policy and business overview | 1 |
| 1.2 Business Operations | 8 |
| 1.3 Shareholding structure | 22 |
| 1.4 Number of registered capital and paid-up capital | 26 |
| 1.5 Issuance of other securities | 27 |
| 1.6 Dividend payment policy | 29 |
| 2. Risk management | |
| 2.1 Risk mgmt policy and plan | 31 |
| 2.2 Risk factors | 33 |
| 3. Sustainable Development | |
| 3.1 Sustainability Management Policy and Targets | 42 |
| 3.2 Management of impacts on stakeholders in the business value chain | 45 |
| 3.3 Management of environmental sustainability | 48 |
| 3.4 Social sustainability management | 61 |
| 4. Management Discussion and Analysis (MD&A) | |
| 4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year | 79 |
| 4.2 Potential factors or incidents that may materially affect the financial condition or the operating results | 88 |
| 4.3 Disclose information from the financial statements and significant financial ratios | 89 |
| 5. General information and other material facts | |

Table of Contents (continued)

| | Page |
|--|------|
| 5.1 General information | 102 |
| 5.2 Other material facts | 104 |
| 5.3 Legal disputes | 105 |
| 5.4 Secondary market | 106 |
| 5.5 Financial institution with regular contact (only in case of debt securities offeror) | 107 |
| Part 2 Corporate Governance | |
| 6. Corporate governance policy | |
| 6.1 Corporate Governance Policy | 108 |
| 6.2 Business code of conduct (if any) | 116 |
| 6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year | 122 |
| 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others | |
| 7.1 Corporate Governance Structure | 123 |
| 7.2 Information on the Board of Directors | 124 |
| 7.3 Information on subcommittees | 136 |
| 7.4 Information on executives | 141 |
| 7.5 Information on employees | 143 |
| 7.6 Other significant information | 145 |
| 8. Report on key operating results on corporate governance | |
| 8.1 Summary of duty performance of the Board of Directors in the past year | 147 |
| 8.2 Report on the results of duty performance of the Audit Committee in the past year | 166 |
| 8.3 Summary of the results of duty performance of subcommittees | 168 |

Table of Contents (continued)

| | Page |
|---|------|
| 9. Internal control and related party transactions | |
| 9.1 Internal control | 177 |
| 9.2 Related party transactions | 180 |
| Part 3 Financial Statement | |
| Board of Directors' Responsibility Statement for the Financial Report | 193 |
| Auditor's Report | 195 |
| Financial Statements | 202 |
| Notes to the Financial Statements | 211 |
| Back up attachment | |
| Attachment | 257 |

Part 1 Business Operations and Performance

1. Group Structure and Operations

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

The year 2024 marked a period of significant advancement for Bangchak Sriracha Public Company Limited. Since becoming a part of the Bangchak Group, the Company has undergone over a year of transformation, striving for excellence and delivering notable achievements across various dimensions.

Amid challenging global oil market conditions and a turbulent global and domestic economy, operating in 2024 was no easy feat. However, our unwavering determination, guided by strategic foresight and the collective strength of our employees, driven by I-AM-BSRC core values (Innovation, Agility & Mobility, Boldness, Synergy, Resilience, Care) propelled us forward. These values have earned Bangchak Sriracha Public Company Limited recognition on multiple fronts, including an upgrade in company credit rating from “A” to “A+” by TRIS Rating, and for the first time, a 5-star “Excellent” rating in the Corporate Governance Report of Thai Listed Companies. These accolades underscore our resilience as a leading petroleum company, committed to fostering energy security through balanced, sustainable, and responsible business practices.

Our notable successes in 2024 include:

2024 posed significant challenges for petroleum industry, with the company recording an accounting loss of 1,687.8 million Baht due to the impact of global oil prices on broader sector. Despite this, our operational performance demonstrated the remarkable achievements.

The refinery business maintained an outstanding safety record. The Bangchak Sriracha refinery achieved 17 consecutive years without any oil spill incident within the reporting criteria. Additionally, we set a new quarterly production record, reaching a refining capacity of 154,200 barrels per day in 2Q – the highest in company’s history. Our production of Euro 5 standard low-sulfur fuels, which began at the end of 2023, continued seamlessly and efficiently throughout the year. 2024 was also a year of pride for the Company, with Bangchak Sriracha refinery earning certifications for four ISO standards including ISO 14001: 2015 – Environmental Management System, ISO 45001: 2018 – Occupational Health and Safety Management System, ISO 50001: 2018 – Energy Management System, and ISO/ IEC 27001: 2022 – Information Security Management System. These certifications reflect our strong foundation and commitment to continuous improvement. Furthermore, our multi-point buoy mooring facilities now efficiently accommodate Suezmax tankers with a capacity of 180,000 deadweight tons (DWT). In 2025, these facilities will expand to support Very Large Crude Carriers (VLCC), enhancing our product transportation capabilities – a testament to our continued operational excellence.

In addition to uplifting the potentials of refinery, **the marketing business** maintained a focus on delivering high-quality products and exceptional service. By the end of 2024, the Company had a network of 752 service stations under the “Bangchak” brand, successfully rebranding all stations during the year. This achievement highlights our operational agility and efficiency. We also strengthened collaborations with existing and new partners, increasing the variety and scope of retail offerings to maximize customer satisfaction.

In the commercial sector, we expanded sales of high-margin products, including jet fuel and fuel oils for maritime sector. Additionally, we launched the shipping channel by sea for Marine Gas Oil (MGO), a low-emission fuel aligned with modern environmental standards. We also developed B24 fuel, a blend derived from the synthesis of used cooking oil and low-sulfur fuel oil. This product has been certified under the International Sustainability and Carbon Certification (ISCC EU) standard, highlighting our dedication to producing environmental-friendly energy. This innovation will play a crucial role in the future of sustainable business and the transition to greener energy solutions.

These accomplishments were made possible by the synergy of all stakeholders. On behalf of the Company, I extend my heartfelt gratitude to our shareholders, customers, business partners, and all involved parties for their unwavering support, as well as to our dedicated executives and employees. Over the past year, we have demonstrated that synergy with the Bangchak Group has empowered us to achieve robust growth.

Looking ahead in 2025, we remain steadfast in our commitment to sustainable and responsible business practices. We aim to support society, innovate, and develop products and services that align with a low-carbon future. We are ready to embrace new challenges, seize business opportunities, and embark on a new era of success under the vision: “Shaping sustainable future with premier energy through innovative solutions”.

Mr. Suthep Wongvorazathe

Chairman of the Board of Directors

Bangchak Sriracha Public Company Limited

Image Message from the chairman



Vision

Shaping sustainable future with premier energy through innovative solutions

Objectives

Bangchak Sriracha Public Company Limited ("The Company"), BSRC, operates a complex refinery with a name plate capacity of 174,000 barrels per day. There is an Aromatics Plant that can produce paraxylene with a production capacity of 500,000 tons per year. In addition, Sriracha refinery can produce value-added products such as solvents and asphalt as well as gasoline and diesel which are mostly high value products. Sriracha refinery started producing low sulfur fuels according to Euro 5 standards in accordance with government policy from December 1, 2023. Moreover, the Company has a network of terminals and service stations throughout the country. The objective is to strive to find solutions that optimize energy challenges - affordability, security and sustainability and to create a sustainable and resilient energy system for the future.

Goals

In 2023, Bangchak Group purchased common shares of the Company (formerly Esso (Thailand) Public Company Limited, registered name change on 15 November 2023). The company owns strategic energy assets, namely an oil refinery, network of terminals, and service stations throughout the country. This helps enhanced competitiveness of the Bangchak Group.

Our business model is disciplined and straightforward based on taking a long-term perspective of generating growth in shareholder value while managing operational and business risks. The key strategies associated with our business model, in line with Bangchak Group strategies to utilize asset & network and capture benefits from synergy and shared services, are to:

- Maximize Sriracha refinery capacity utilization to grow refinery EBITDA and GRM
- Enhance logistics capability to lower transportation costs and carbon footprint
- Target to be Carbon neutral in 2036 and Net zero in 2050
- Optimize molecule values and sale channel and grow profitable sales and high-value products to support higher production
- High-grade commercial segment portfolio to maximize value captured
- Maximize marketing network value through right product slate, growth in premium products, improving stations experiences and increasing fleet card customers from network strength
- Create and capture synergy opportunities

Business strategies

Bangchak Sriracha Refinery is a Complex Refinery with world-class standards and effective cost management. Bangchak Sriracha Refinery increases production capacity and supports the needs of Bangchak's marketing business, especially gasoline. In addition, Bangchak Sriracha Refinery play an important role to capture synergy benefits by focusing on increasing efficiency in various areas. In 2024, Bangchak Sriracha Refinery targeted an average crude run rate of 150,000 barrels per day throughout the year which was higher than 118,300 barrels per day in 2023 (There was Plant Shutdown for scheduled maintenance to implement and connect new facility for Euro 5 Project.) and the highest level of run rate since its operation. Bangchak Sriracha Refinery continues to focus on maintaining its excellent performance in safety and environmental operations.

The Company adopts a variety of management systems, among which these are a proactive approach and covers the Company's operations in all important aspects starting from safety and occupational hygiene, business ethics, financial management, implementation and evaluation of the project to business and environmental governance and continuous improvement for performance.

The Company uses a secure operations management system called "Operations Excellence Management System" (OEMS), a system developed to assess and improve the risk management on security, hygiene and environment. This system allows the Company to measure progress in management and encourage responsibility in management to achieve these results.

The Company is continually striving to increase energy efficiency through Sriracha Energy Management System (SEMS). The system is comprehensive and rigorous in line with good operational practices, maintenance, design and best practices for energy management.

The Company will continue to pursue synergy with Refinery Optimization and Synergy Enterprise Company Limited (ROSE) which is

a subsidiary within Bangchak group established for planning and providing business management services for refinery operations including procurement, production planning, transportation, price risk management, and sales management to maximize business value, especially in relation to raw material diversification, new emerging crude processing opportunities, product value upgrade, yield improvement and debottlenecking for profitable units. We deploy "self-help" program to maximize profits which its approach includes processing more challenged crudes, optimizing the FCCU to increase production rates and improved energy efficiency.

Furthermore, the Company has shared knowledge, technologies and best practices within Bangchak Cooperation. Our commitment

to continuous technology development has enabled the company to operate effectively, increase the potential to respond to customers and create a business competitiveness.

The Company operates an integrated refinery as well as the network of retail service stations. Our integrated operations allow us to optimize margins. We believe that our marketing operations, which include retail, commercial, and export channels, provide us with diversification in our distribution channels and enables us to selectively produce and sell higher margin products. We believe our integrated operations will continue to position us well to successfully compete in a dynamic and competitive market.

1.1.2 Material changes and developments

Details regarding material changes and developments

| Year | Material changes and developments |
|------|--|
| 2024 | <ul style="list-style-type: none"> • Mobil Enterprises (Thailand) Limited (METL), a 100% owned subsidiary of the Company, has completed its liquidation process with the Department of Business Development. • The Company purchased and received the transfer of preferred shares of Industry Promotion Enterprises Limited (IPEL), a subsidiary company in which the Company originally held approximately 30 percent of the shares, from individual shareholders of approximately 70 percent, resulting in the Company's shareholding increasing to 99.99 percent. • The Company purchased and received the transfer of preferred shares of United Industry Development Company Limited (UIDC), a subsidiary company in which the Company originally held approximately 49 percent of the shares, from individual shareholders of approximately 51 percent, resulting in the Company becoming a major shareholder with a shareholding of 99.99 percent. |
| 2023 | <ul style="list-style-type: none"> • ExxonMobil Asia Holdings Pte. Ltd completely transferred 65.99% of the Company's ordinary shares to Bangchak Corporation Public Company Limited. As a result, Bangchak Corporation Public Company Limited has become the majority shareholder of the Company. • The Company has begun the rebranding of its service stations from Esso to Bangchak. • The Company has established and registered a joint company named Refinery Optimization and Synergy Enterprise Company Limited (ROSE) in order to create a plan and provide business administration services for the Company's and Bangchak Corporation's refineries to ensure production efficiency, cost reduction, maximum economic value and fairness and transparency to stakeholders, as well as reducing the opportunity for conflicts of interest. The Company holds 50,000 ordinary shares, representing 50 percent of the total number of registered shares. The Company classifies such investment as an investment in an associate company. • The Company registered for name change from Esso (Thailand) Public Company Limited to Bangchak Sriracha Public Company Limited following resolution of The Extraordinary General Meeting of Shareholders' No. 1/2023 held on November 14, 2023 to approve the change. • The Company successfully produced gasoline and diesel with Euro 5 standards with total investment of approximately 1,500 million baht. Bangchak Sriracha Refinery has commenced the production of low-sulfur fuel oil in accordance with Euro 5 standards since December 1, 2023. |
| 2021 | The Company suspended the production of paraxylene from the aromatics plant at the Sriracha Refinery since April. The Company continued to periodically assess market conditions for Paraxylene production. |
| 2008 | The Company's ordinary shares has been listed on the Stock Exchange of Thailand. |
| 1996 | The Company registered the conversion from a private limited company to a public limited company. |

| Year | Material changes and developments |
|------|--|
| 1971 | The Company's refinery started operating with a crude oil refining capacity of 35,000 barrels per day. |
| 1965 | The Company was registered in Thailand. |

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : Yes

Spending of the money obtained from each offering of equity or debt securities

| List of spending of the money obtained from each offering of equity or debt securities | | | |
|---|------------------------|----------------------------|-----------------------|
| Item 1 | | | |
| Types of securities used for fundraising | | Amount of funds raised | |
| Debt Instruments | | 4,000.00 Million Baht | |
| Spending objectives | Duration (approximate) | Amount of money as planned | Amount of spent money |
| 1. To repay existing debts to financial institutions, part of which is owed to the arrangers | Jul 2024 | 4,000.00 | 4,000.00 |
| Implementation according to objectives | | | |
| Achieve objectives | | | |
| Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives | | | |
| - | | | |
| Related links | | | |
| - | | | |

Applicable laws (for companies that have previously disclosed information in the registration statement for offering of debt securities)

Laws of Thailand

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or conditions? : Yes

During the tenor of the debenture, the debenture issuer will maintain its net debt-to-equity ratio of not over 2.5:1 (two point five to one time) according to audited consolidated financial statements. For the purpose of calculating the ratio as specified herein, the definitions provided in this section shall have the following meanings.

- **Consolidated Annual Financial Statements** refers to consolidated annual financial statements that have been audited by the auditor and the debenture issuer has delivered to the Securities and Exchange Commission.
- **Net Debt** refers to the amount of interest-bearing debt of the debenture issuer (excluding lease liabilities), less cash and

cash equivalents, and short-term investments. This should be calculated based on the figures presented in the consolidated annual financial statements.

- **Equity** refers to the equity of the debenture issuer as shown in the consolidated annual financial statements including the non-controlling interest.
- **Cash and Cash Equivalent** refers to the amount of cash and cash equivalents as shown in the consolidated annual financial statements.
- **Short-term Investments** refers to the amount of short-term investments as shown in the consolidated annual financial statements.

1.1.5 Company information

| | | |
|--------------------------|---|--|
| Company name | : | Bangchak Sriracha Public Company Limited |
| Symbol | : | BSRC |
| Address | : | 3195/21-29 Rama IV Road, Klong Ton Klong Toey District, Bangkok 10110 |
| Province | : | Bangkok |
| Postcode | : | 10110 |
| Business | : | The Company operates an integrated petroleum refining and comprehensive petroleum product distribution business. |
| Registration number | : | 0107539000073 |
| Telephone | : | 0-2124-7999 |
| Website | : | http://www.bsrc.co.th |
| Email | : | bsrcir@bangchak.co.th |
| Total shares sold | | |
| Common stock | : | 3,460,858,000 |
| Preferred stock | : | 0 |

Diagram of organization's logo



1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

| | 2022 | 2023 | 2024 |
|--|----------------|----------------|----------------|
| Total revenue from operations (thousand baht) | 263,000,335.49 | 229,538,002.24 | 245,433,800.41 |
| Petroleum Products (thousand baht) | 0.00 | 0.00 | 0.00 |
| Petrochemicals (thousand baht) | 3,152,635.00 | 0.00 | 0.00 |
| Downstream (thousand baht) | 259,847,700.49 | 0.00 | 0.00 |
| Refinery business (thousand baht) | 0.00 | 42,154,200.00 | 76,600,878.00 |
| Marketing business (thousand baht) | 0.00 | 184,667,452.24 | 168,760,869.41 |
| Others (thousand baht) | 0.00 | 2,716,350.00 | 72,053.00 |
| Total revenue from operations (%) | 100.00% | 100.00% | 100.00% |
| Petroleum Products (%) | 0.00% | 0.00% | 0.00% |
| Petrochemicals (%) | 1.20% | 0.00% | 0.00% |
| Downstream (%) | 98.80% | 0.00% | 0.00% |
| Refinery business (%) | 0.00% | 18.36% | 31.21% |
| Marketing business (%) | 0.00% | 80.45% | 68.76% |
| Others (%) | 0.00% | 1.18% | 0.03% |

By geographical area or market

| | 2022 | 2023 | 2024 |
|--------------------------------------|----------------|----------------|----------------|
| Total revenue (thousand baht) | 263,000,335.49 | 229,538,002.24 | 245,433,800.41 |
| Domestic (thousand baht) | 222,646,558.58 | 198,674,631.91 | 212,227,430.79 |
| International (thousand baht) | 40,353,776.91 | 30,863,370.33 | 33,206,369.62 |
| Cambodia (thousand baht) | 2,299,704.15 | 365,191.79 | 310,344.80 |
| Laos (thousand baht) | 10,410,969.37 | 10,661,035.30 | 3,877,293.23 |
| Myanmar (thousand baht) | 1,284,777.97 | 1,538,826.55 | 383,841.75 |
| Others (thousand baht) | 26,358,325.42 | 18,298,316.69 | 28,634,889.85 |
| Total revenue (%) | 100.00% | 100.00% | 100.00% |
| Domestic (%) | 84.66% | 86.55% | 86.47% |
| International (%) | 15.34% | 13.45% | 13.53% |
| Cambodia (%) | 5.70% | 1.18% | 0.93% |
| Laos (%) | 25.80% | 34.54% | 11.68% |

| | 2022 | 2023 | 2024 |
|-------------|--------|--------|--------|
| Myanmar (%) | 3.18% | 4.99% | 1.16% |
| Others (%) | 65.32% | 59.29% | 86.23% |

Other income as specified in the financial statements

| | 2022 | 2023 | 2024 |
|--|-----------|------------|------------|
| Total other income (thousand baht) | 40,355.00 | 288,962.00 | 153,929.00 |
| Other income from operations (thousand baht) | 22,568.00 | 238,707.00 | 93,533.00 |
| Other income not from operations (thousand baht) | 17,787.00 | 50,255.00 | 60,396.00 |

Share of profit of joint ventures and associates accounted for using equity method

| | 2022 | 2023 | 2024 |
|---------------------------------|------------|------------|------------|
| Share of profit (thousand baht) | 311,870.00 | 361,156.00 | 340,750.00 |

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

Refinery Business

Bangchak Sriracha Refinery is a complex refinery with a capacity of 174,000 barrels per day. It can produce mostly gasoline and diesel, which are high-value petroleum products. New equipment has been installed and connected to improve the quality of the refined products to meet Euro 5 standards according to government policy. It can also produce value-added products such as Solvent and Asphalt. In addition, Sriracha refinery increased production to support the needs of the marketing business. Refinery Optimization and Synergy Enterprise Co., Ltd. (ROSE) creates plans and provides management services for Bangchak Phra Khanong Refinery and Bangchak Sriracha Refinery to achieve production efficiency, reduce costs, achieve maximum economic value and be fair and transparent to all stakeholders by covering procurement processes, production plans, transportation plans, price risk management, manage sales and other works related to oil trading. The Company holds 50% of the shares and Bangchak Corporation Public Company Limited holds the rest 50%. As part of Bangchak Group subsidiaries, the Company supply gasoline to Bangchak as part of synergy.

The Refinery Business sells petroleum products through 2 channels, namely sales to Petroleum traders per section 7 (included Bangchak) and export.

The Company's primary products are as following:

- Petroleum products from the fractionation and refining process which include gasoline, jet fuel/kerosene, diesel, LPG, fuel oil and asphalt.
- Aromatics and chemical products, which consist of paraxylene (before the temporary cessation of paraxylene production from the aromatics plant at Sriracha Refinery in April 2021), concentrated benzene and solvents.

Petroleum products

Our refinery can operate a wide range of crude oils from various sources around the world such as the Middle East, Far East, Southeast Asia, United States and West Africa. Our choice of feedstock and product slate depends on relative prices and yields at any period of time. We decide on our product slate with input from sales and marketing team, reflecting market demand. Our decision on product slate is also based on our assessment of demand and projected prices for the various products, which is usually carried out approximately three months prior to the anticipated order.

Chemical Products

In April 2021, The Company suspended paraxylene production due to over-supply outlook and poor margins, while continued to produce benzene concentrate as well as various types of solvents.

Benzene Concentrate The Company sells Benzene concentrate, target markets are both domestic and overseas customers.

Solvents Our solvent production unit has a production capacity of 50,000 tons per annum, and produces (i) hydrocarbon solvents, primarily hexane, which is used mainly in edible oil seed extractions and as a carrier in petrochemical production, (ii) rubber solvents used as adhesives and rubber cement used in the manufacture of tires, (iii) white spirit used primarily in the coating and paint industry, and (iv) D80 used primarily in household and industrial and metal working applications. We also import and market for resale high aromatic solvents, which are used in the automotive paint coating industry and pesticides industry.

Exports

After the Company has become an affiliate of the Bangchak group, substantially all of our products that are exported are sold to or through BCP Trading Pte. Ltd. (BCPT). Products which we export are mainly fuel oil, Gasoline & its component and Benzene Concentrate.

Diagram of Refinery Business



Marketing Business

In 2024, the Company remains committed to developing products and services to meet the needs of consumers amidst the economic conditions and global situations that remain volatile, such as energy market fluctuations, conflicts in various regions and energy transition policy that plays an important role in future energy consumption trends. There are also events resulting from the floods in 2024 affecting the agricultural sector, household income and affecting consumption in some areas. The Company markets and sells refined petroleum products through 2 channels: retail and commercial.

Retail

At the end of 2024, the Company completed the service station rebranding from Esso to Bangchak brand, with a network of 752 service stations throughout Thailand as of December 31, 2024. Bangchak is one of the five major fuel service station networks in Thailand. In 2024, the Company had approximately 11.9% market penetration of diesel and gasoline retail throughput based on data published by the Department of Energy Business and the Company.

The Company expanded its retail network, making opportunistic enhancements to service stations while also maintaining capital and cost discipline. In 2020 the Company established collaboration with Susco Public Company Limited. At the end of 2024, Susco Public Company Limited owned and operated 108 service stations under the Company. The Company had continually tried to find ways to grow our retail network and expand footprint in a cost-effective way.

Apart from this collaboration, the remaining service stations are operated by dealers. Dealers, are authorized to use the Bangchak trademark. We and/or our affiliates in Thailand own or lease the land on which some of these service stations are situated, and dealers are charged a monthly operating fee. Each dealer signs a service station operation agreement that sets out, among other matters, our operating standards. These agreements typically have a term of between 1 to 5 years and may be renewed. Dealer-operated service stations also include dealer-owned service stations for which the dealer owns or leases the land on which the service station is situated. Dealers are charged a monthly operating fee and enter into service station operation agreements which typically have a term between 10 to 15 years.

The Company's retail fuel products are Bangchak quality comprising of diesel and gasoline which are:

Gasoline and Gasohol

Gasoline fuel for petrol engines, and the type of gasoline is categorized by its octane rating, which is a numerical representation of the engine's knock resistance. Gasoline typically contains the additive MTBE to enhance octane ratings. On the other hand, gasohol uses ethanol as an additive to increase octane. The use of gasohol brings various benefits, such as reducing air pollution, saving foreign currency by reducing the import of MTBE (Methyl Tertiary Butyl Ether), mitigating the impact of

high oil prices, boosting agricultural crop prices, thereby dispersing investment and job opportunities to rural areas. Currently, Bangchak Corporation has developed formulations for gasohol suitable for GDI (Gasoline Direct Injection Engine) and PFI (Port Fuel Injection) petrol engines, incorporating special quality additives that effectively clean the engine and injectors. Additionally, there are lubricating additives to improve acceleration, under the name 'Bangchak S EVO FAMILY.' Moreover, the premium gasohol, Bangchak Hi Premium 97, has an octane rating exceeding 97 and complies with the Euro 5 standard. The Company started selling products complied with Euro 5 standards in early 2024.

Diesel

Diesel fuel for diesel engines, adhering to the Euro 4 standard as per the regulations of the Department of Energy Business. This diesel fuel is designed for use in various vehicles, including cars, trucks, fishing boats, passenger boats, and tractors, etc. Bangchak Corporation has enhanced the formulations of its diesel products under the names 'Hi Diesel S,' 'Hi Premium Diesel S B7,' and 'Hi Diesel S B7'. These are high-quality diesel fuels with special quality additives aimed at improving engine cleanliness, enhancing combustion efficiency, boosting engine power, reducing emissions from combustion, and contributing to environmental preservation. Moreover, the Hi Premium Diesel S B7 is developed to be environmentally friendly with a low sulfur content, complying with the Euro 5 standard, making it suitable for new car models. The Company started selling products that complied with Euro 5 standards in early 2024.

In addition to oil products, the Company has focused on developing the customer experience at every step of using the service to create the highest impression and satisfaction by raising the standard of service in service stations and increase various benefits through Bangchak Green Miles members. Furthermore, Bangchak Greenmiles are transformed into "The Best Loyalty Program" that meets the needs and expectations of consumers. The Company aims to deliver an excellent service experience through continuous service improvement by delivering a good experience to service users under the concept of "Your Greenovative Destination for Intergeneration" along with improving the image of service stations to be unique (Unique Design Service Station) and expanding partners in the non-oil business to support the modern lifestyle of Thai people to create a society that participates in sustainable environmental care. From the results of the satisfaction survey in 2024, customer satisfaction scores increased continuously from the previous year.

Commercial

Sales of refined petroleum products through Commercial channels consist of sales to industrial and commercial end users, wholesalers, customers in the aviation and marine industries. The commercial sales also included cross-border sales, which we sold our products to neighboring countries such as Laos, Myanmar, Cambodia and South China.

Products sold to Commercial channels consist mainly of LPG, gasoline, diesel, fuel oil, and asphalts. Products sold to customers in the marine industry consist mainly of fuel oil 0.5% sulfur, the low sulfur fuel oil and Marine Gasoil launched according to the regulations of the International Maritime Organization (IMO2020) while products sold to customers in the aviation industry consist of jet fuel sales to airlines. Apart from the base products, we continually increase sales of premium products previously launched such as Emulsified Asphalt Prime (EAP), a brand-new asphalt prime for coating purposes with high permeability efficiency.

For petroleum products, sales agreement range from spot sales agreement to longer sales agreement with a term of 1 year and above. Sales through commercial channels, including cross border reflecting product placement into higher-margin market through integrated efforts across the downstream value chain. Growth in commercial sales helped minimize the sale of finished products through lower-margin regional export channels.

The products sold through the commercial channel include the following:

Asphalt

Paving the way to steady progress, we bring global-level production expertise to help you manage every project within the set timeline. Our years of technical expertise, efficient customer service, and advanced production innovations make businesses trust the quality and reliability of our products. From the selection of crude oil sources to the final output, we meticulously manage every aspect of the production process with precision and care. All types of products undergo stringent quality checks before delivery. Cationic Asphalt Emulsion is produced by mixing refined asphalt with a chemical known as an emulsifier using the SMEP (Static Mixer Emulsification Process). SMEP controls two critical attributes of asphalt emulsion: the dispersion of asphalt particle size (affecting storage stability and viscosity) and the transfer of the emulsifier between the asphalt and water phases (affecting adhesion and setting properties). This process allows us to tailor emulsion characteristics to meet the diverse needs of today's road construction projects comprehensively.

Aviation Fuel

We are a leading company in the oil industry and the aviation fuel market, with over 30 years of experience. Additionally, we are a major shareholder of the pipeline system and Bangkok Aviation Fuel Services Public Company Limited (BAFS), a comprehensive aviation fuel service provider at Suvarnabhumi Airport. We can supply over 140,000 barrels/day of fuel to airlines

through meticulous production processes, quality control at every stage, safe transportation systems, and standardized services. Starting with production at the Bangchak refinery in Sriracha, the fuel is transported through pipelines to the terminal in Lam Luk Ka District, Pathum Thani Province, with a separate pipeline leading to the airport terminal. Jet A-1 fuel for commercial jets is filtered to remove contaminants and water, ensuring that no impurities enter the pipeline system. Fuel is delivered to airports on schedule through either direct refueling services or hydrant into-plane services.

Marine Fuel

We provide diesel fuel for cargo ships, offshore oil rigs, and specialized marine fuel oil (Marine Fuel 0.5%S) with ultra-low sulfur content of only 0.50%. The fuel is refined using special processes to enhance combustion efficiency, improve engine performance, and optimize boiler operations on ships. It complies with IMO 2020 standards, ISO 8217-2017, and laboratory assessments, making it safe and suitable for ocean-going vessels. Our marine gas oil and marine fuel ensure optimal performance for seafaring operations.

Alliances

The Company enhanced its fuel and non-fuel income through strong alliances. We partnered with these alliances to optimize retail site profitability and provide high-quality offerings and services for customers. The Company actively expands existing alliance offers and continues establishing new relations with alliance partners. At the end of 2024, the Company had 560 alliance stores across our retail network. The Company's key non-oil partners are as following:

- Quick Serve Restaurant: McDonald's, KFC, Burger King, The Pizza Company, Pizza Hut, Starbucks, Taco Bell, Black Canyon, Dunkin' Donuts, Waraporn salapao and Gateaux house
- Convenience store: Lotus's Go Fresh, Big C Mini, Tops Daily, Lawson 108 and Lemon Green
- Services: B-Quik, Cockpit, MMS Bosch, Wizard, Quick Wash, Jwash, Wash&Go, Homepro, Betagro shop, KEX, FuRiO Care
- EV charger: EA, Reversharger, SPARK, MEA

Diagram of Marketing Business



Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

R&D expenses in the past 3 years

| | 2022 | 2023 | 2024 |
|---|--------|------|-------|
| R&D expenses in the past 3 years (Million Baht) | 340.19 | 1.80 | 18.74 |

Additional explanation about R&D expenses in the past 3 years

The Company is an affiliate of Bangchak Corporation. Benefits from being a part of Bangchak Corporation include access to technological, operational, project and engineering services, research and development programs, marketing programs, and the use of “Bangchak” brand. The Company also receives support services provided by Bangchak Corporation and/or its affiliates. The Company continue to adhere to disciplined business practices, which emphasize long-term fundamentals and adding value to shareholders.

The Company aims to elevating standards to excellence in management practices following the Thailand Quality Award criteria, valuing innovation, management, and protection of intellectual property innovation and other knowledge of the Company as well as value creation to the Company, suppliers, and stakeholders. To enhance long-term competitiveness, the Company has defined its intellectual property management policy as the direct accountability and responsibilities of its executives, all employees, subsidiaries, contractor and contractors’ personnel working for and/or on behalf of the Company. The policy is defined as following.

- Promote and support the creation of works and innovations in all aspects, not limited to only commercial purposes
- Advocate and support knowledge management, archive innovation and intellectual property, and transfer that knowledge to all employees to promote extensive development, improvement, and application in the Company’s interests
- Provide support and allocate sufficient resources for the operations of departments responsible for managing the company's innovation, intellectual property, and knowledge
- Support cooperation on intellectual property matters with external entities, both governmental and private sectors

Sustainable development of products and services

The Company is committed to developing products and services according to participatory and sustainable business practices to develop the well-being of Thai society. In 2024, the Company has issued price assistance measures through various projects to provide accessibility to high quality products at affordable prices including adapting to various policies, able to support modern lifestyles for customers. Moreover, the Company continue to develop Unique Design service stations that combine the needs of customers with the design of service stations that are unique in each area to deliver new green experiences and innovations to customers.

The Company has set a policy for product safety by identifying and managing various hazards related to the Company's products and practices that cause unsafety to the public and environment including research support to expand knowledge on the health, safety and environmental impacts of the Company's products by immediately applying significant investigation results. The Company has defined this policy as “Product safety policy”.

1.2.2.2 Marketing policies of the major products or services during the preceding year

The Company is an affiliate of Bangchak Corporation. Benefits from being a part of Bangchak Corporation include access to technological, operational, project and engineering services, research and development programs, marketing programs, and the use of “Bangchak” brand. The Company also receives support services provided by Bangchak Corporation and/or its affiliates.

In 2024, the Company has

- restructured some of products of Marketing business by integration of marketing networks in order to provide convenience to customers and capture synergy benefits within Bangchak Group
- successfully completed service station rebranding to Bangchak for 726 sites
- purchased agricultural products and innovative goods from farmers and SME entrepreneurs to use as promotional gifts for customers refueling at its stations. This initiative helps support farmers by providing them with income during periods of low crop prices while also promoting agricultural product innovation and increasing the visibility of SME products. For example, the Four-Region Brown Rice Pop is made from high-quality rice sourced from seven agricultural cooperatives specializing in rice production.

The industry competition during the preceding year

Thailand Refining Industry

The industry in Thailand is highly competitive. There are currently six major refineries in Thailand with a combined oil refining capacity of 1,239 KBD. These include Bangchak Corporation Public Company Limited (“Bangchak”), Bangchak Sriracha Public Company Limited (“BSRC”), PTT Global Chemical Public Company Limited (“PTTGC”), Star Petroleum Refining Company Limited (“SPRC”), Thai Oil Public Company Limited (“Thai Oil”), and IRPC Public Company Limited (“IRPC”). BSRC has a name plate capacity of 174,000 barrels per day. Bangchak and BSRC operate retail service stations under brand “Bangchak”, and through which they distribute their refined petroleum products.

Retail Marketing Industry

The distribution of retail fuel products in Thailand, namely, diesel and gasoline, is carried out through a network of retail service stations. The industry is highly competitive and is fragmented, with small and independent retailers. However, major retailers, namely PTT, BSRC, Shell, Bangchak, PT, Susco and Chevron (Caltex) had a combined market penetration of more than 95% in terms of throughput volume.

The retail fuels market is highly competitive as major players continuously expanded service station network, including the modernization of the visual image of service stations as well as introduction of new and contemporary services to meet the evolving needs of customers. Moreover, there is an integration of non-oil businesses to enhance competitiveness and generate sustained returns on investment. However, the completion of service station rebranding to Bangchak brand in 2024 and alliance with partners helped to increase fuel sales and enhance the service offering to customers in the retail market.

Diagram of the industry competition during the preceding year



1.2.2.3 Procurement of products or services

Flows and Distribution

The Company is able to receive crude oil by sea via our 180,000 dwt multi-buoy mooring system. We are also able to receive crude oil via a VLCC at Thai Oil’s single buoy mooring pursuant to arrangements with Thai Oil. Crude is then delivered to storage tanks at the refinery through pipelines which connect directly to our refinery.

The strategic location of our refinery at Sriracha provides us access to a convenient product delivery network that allows us to distribute products in a cost-effective manner via a multi-product pipeline, truck, and coastal vessel to Thailand’s main demand clusters for refined petroleum products, which include Bangkok and other regional centers throughout Thailand. The pipeline, to which our refinery is connected, is owned and operated by Thappline (in which we own an approximately 21% equity

interest), and is capable of transporting jet fuel, diesel, and gasoline. We have 12 terminals to facilitate distribution of refined petroleum products throughout Thailand. One terminal is company wholly owned. Another 2 terminals are company owned under a joint venture with other oil companies. The other 9 terminals are distribution terminals that we use under throughput agreements with Bangchak's affiliates or third parties.

The Company uses the services of third parties for trucking products from distribution terminals. Our retail fuels are distributed from distribution terminals to service stations by truck. LPG, Asphalt and Emulsion products are distributed, or collected by customers, only from our Sriracha terminal adjacent to our refinery by truck. In addition, the mooring facilities at our refinery provide convenient access which allows for the export of LPG directly from our refinery, if needed. Other chemical products are distributed, or collected by our customers, only from our Sriracha terminal by truck.

Furthermore, Bangchak Corporation and Bangchak Sriracha jointly established a new company named Refinery Optimization and Synergy Enterprise Company Limited (ROSE) to develop business plans to maximize the benefits for the refinery businesses of both companies in the long run. It has also been successful in adjusting the oil transportation zone (Rezoning) via pipelines, trucks, and barges in various regions to be more effective. This is a result of strategic cooperation (Synergy) to reduce terminal management costs and increase the efficiency of sustainable joint transportation.

Storage

Our refinery facilities and distribution terminals have storage tanks and facilities that enable us to store our products before delivery and to store feedstock before use. We believe our storage facilities have sufficient capacity to accommodate normal operations, including foreseeable circumstances where we or one or more of our customers or feedstock suppliers may experience an unplanned plant shutdown for a limited period of time. We are required to hold as a legal reserve an equivalent of 6% of annual throughput of crude oil for producing refined petroleum products domestically. In addition, regulations also require a legal reserve for fuel products requirement depending on the type of fuel, for example, gasoline, diesel, and fuel oil, is 1% of annual trade volume. Our inventory of products may increase from time to time, reflecting unscheduled shutdowns or other issues that prevent or delay customers from taking delivery, as well as inventory planning in advance of scheduled shutdowns and customers' inventory planning for planned production.

The company's production capacity

| | Production capacity | Total utilization (Percent) |
|--|---------------------|-----------------------------|
| Bangchak Sriracha Refinery (Barrels per day) | 174,000.00 | 85.00 |

The Company owns and operates a complex refinery with a crude oil refining capacity of 174,000 barrels per day. In 2024, crude run of Sriracha refinery was 147,800 barrels per day. With over 100 storage tanks for finished products, we also have Aromatics Plants producing 500,000 tons per year of paraxylene and a solvent production unit with a capacity of 50,000 tons per year. Each facility is integrated to the oil refining unit and the complete petroleum refining process, enabling the Company to distribute petroleum products to end consumers through retail service station network nationwide. The Company also directly supplies customers in the industrial, wholesale, aviation, asphalt and marine sectors. The Company also produces and sells chemical products, including Solvents to domestic and export market.

Production Facilities and Processes

Our production facilities are located near the Laem Chabang deep sea port in Sriracha, Chonburi province, approximately 120 kilometers southeast of Bangkok. Our refinery's main units comprise the following:

- Two atmospheric pipestills (APS) that distill crude oil into various kinds of products. APS 1 has a capacity of 79,000 barrels per day and APS 2 has a capacity of 95,000 barrels per day;
- a continuous catalytic regeneration reformer (CCR), with a capacity of 29,000 barrels per day, which converts low-octane fuels into high-octane fuels for production of various grades of unleaded gasoline. A Benzene Heart-cut (FT20) is in this unit for processing Gasoline Euro 4 grade and beyond;
- a vacuum pipestill (VPS) with a capacity of 50,300 barrels per day, which produces asphalt from heavier oil off-takes from the atmospheric pipestills. The lighter oils are sent to the fluidized catalytic cracking unit;
- two gas oil hydrofiner units (GOHF) and polyshift unit, which remove the sulfur content and PAH (polyaromatic hydrocarbon) in diesel to enable us to meet the Government specification requirements of 10 ppm. These units have an aggregate capacity of 71,000 barrels per day and 43,700 barrels per day respectively;
- a fluidized catalytic cracking unit (FCCU), which converts fuel oil into lighter diesel and gasoline. The unit has a capacity of 36,000 barrels per day;
- an aromatics plant, during the period that refinery produces paraxylene, the capacity was 500,000 tons per annum of paraxylene,

which is fully integrated with our refinery. After paraxylene production suspension in April 2021, the company adjusted production to produce high-octane oil as gasoline blending component to produce higher value gasoline product. The company has modified pipeline connections and gasoline blending systems to support higher volumes of gasoline production and distribution from refinery;

- our solvent production unit, which is integrated with our refinery and consists primarily of a separate distillation tower and a reactor to hydrogenate feedstock after distillation.

Overview of Refinery Production Process

By heating crude oil to a certain temperature and sending it to the atmospheric pipestill, it is possible to separate crude oil into different fractions, each with its own boiling range. Each pipestill consists of a tall vertical tower that contains layers of perforated trays. Heated crude oil from the furnace enters the pipestill towers near the bottom. The lighter boiling components rise up the tower while the heavier boiling components fall to the bottom. As the lighter components pass through the perforated trays, the oil's temperature gradually drops and vapor is condensed on the trays. The distillation of oil vapors at different temperatures produces various petroleum products such as LPG, naphtha, kerosene, diesel and fuel oil.

Light oil from the atmospheric pipestill overhead is sent to the naphtha hydrofiner, where sulfur is removed and then flows to a series of towers called the light end units. The separated components consist of a gas stream (which is used for refinery fuel), LPG and naphtha. The naphtha is further separated as light and heavy naphtha. Light naphtha is sent to the gasoline-blending unit. Heavy naphtha with low octane is sent to the continuous catalyst regeneration reformer to boost its octane by restructuring the oil molecules. A part of this oil is fed to the aromatics plant to remove benzene. The other part is sent to produce different grades of gasoline.

The oil from the first sidestream of the atmospheric pipestill is directed to the kerosene hydrofiner to eliminate sulfur. Most of this oil is blended with additives to produce jet fuel, and the rest is used to make kerosene. The oil from the atmospheric pipestill's second sidestream is hydrofined and then blended with hydrofined oil from the third sidestream to make diesel. Part of the oil from the bottom of the atmospheric pipestill is sent to a vacuum pipestill to make asphalt or fuel oil. The sidestream from the vacuum pipestill is sent to the fluidized catalytic cracking unit.

The fluidized catalytic cracking unit converts the vacuum pipestill sidestream of the vacuum pipestill into lighter oil by molecule cracking. After conversion, a dedicated distillation process is used to separate components into a gas stream that is used for refinery fuel, LPG, and naphtha streams that are partly rebled to produce gasoline and partly sent to the continuous catalytic regeneration reformer. The oil from the sidestream of the pipestill is sent to the gasoil hydrofiner and used to make diesel. The oil from the bottom of the pipestill is then sent to produce fuel oil.

Plant Maintenance

Similar to other refineries, our refinery is shut down periodically for scheduled turnaround maintenance and unscheduled corrective or urgent maintenance. Scheduled maintenance shutdowns reduce near-term capacity utilization but enhance product yields and quality, increase refinery safety and efficiency, reduce the possibility of future unscheduled refinery shutdowns or catastrophic failure, and extend refinery life.

Major scheduled turnaround maintenance for our refinery typically requires several weeks, with more or less time depending upon the scope of activities involved. In 2019, we completed major scheduled maintenance safely per plan and under budget. Both the refinery and aromatics plant commenced major maintenance in September and resumed operations in early November. Previously, we conducted major scheduled turnaround maintenance in 2004, 2011, and 2019. In between major scheduled turnaround maintenance events, we also plan minor scheduled maintenance periodically, we typically shut down one of our two APS units every three to four years. Having two APSs provides us with the flexibility to continue operating the refinery with one APS while servicing the other, which helps to reduce the full impact of a shutdown.

In respond to Chemical downturn for paraxylene in 2021, the refinery switch operation to produce more economic mogas product and suspended paraxylene production in April 2021. The unit was maintained under proper mothball condition, ready to operate when high paraxylene margin resumes.

In 2023, Sriracha refinery successfully commenced 2 shutdowns in May and September for Euro 5 project execution and plant maintenance and has commenced the production of low-sulfur fuel oil in accordance with Euro 5 standards from December 1, 2023.

In 2024, Sriracha refinery had 22-day slowdown in September for scheduled maintenance.

Acquisition of raw materials or provision of service

Feedstocks and Supplies

Crude Oil

The main feedstock used in our refinery production process is crude oil. We are capable of processing a wide range of crude oil, including Middle East, Far East, South East, USA and West Africa. As our refinery has upgrading capabilities and conversion units, we are able to use a higher proportion of heavy sour crude from the Middle East, which has a higher sulfur content and is less costly than light sweet crude, to produce a product slate that matches customer demand. Our crude oil slate is determined after we decide our product slate with input from sales and marketing personnel, based on our assessment of customer demand and projected prices for the various products that we can produce, typically around three months in advance of the expected order. We then input the original and any updated information, including price information, into a sophisticated optimization modeling software system, which takes into account production constraints, to determine the optimal purchase of crude oil. After the Company has become an affiliate within the Bangchak group, we now source and purchase crude oil from or through BCP Trading Pte. Ltd. (BCPT).

Other Refinery Feedstocks and Raw Materials

The Company uses hydrogen in our hydro desulfurizer unit to remove sulfur from our refined petroleum products as part of the treatment process and as feedstock in our aromatics plant. We produce all of the hydrogen that we require from our refinery. We also use oxygen and nitrogen in our refining process. Both oxygen and nitrogen are supplied by a third party.

Catalysts

We use various types of catalysts in our production process. We evaluate and select catalysts based on their performance and price. We own various types of catalyst including platinum based catalyst.

Reformate

After paraxylene production suspension in April 2021, reformate was blended as high octane component for blending mogas production to produce higher value gasoline product.

Ethanol and palm oil

We purchase ethanol from various third parties in Thailand for blending to produce gasohol. We purchase biodiesel from domestic suppliers to produce biodiesel according to the standards of the Department of Energy Business.

Other Feedstocks and Supplies

Light virgin naphtha and kerosene feedstocks used for our solvent production unit are supplied entirely by our refinery.

Utilities

Water

We require water to generate steam to feed the turbines of critical rotating equipment. We also use water in various parts of our production process. The Company has two desalination plant units, each with a capacity of 60 tons per hour, and two reverse osmosis units with a capacity of 20 and 60 tons per hour. Total capacity from desalination and reverse osmosis facility is 200 tons per hour, which together are able to supply our production facilities with all the fresh water required for our operations. Certain areas of Thailand, including the Chonburi province can experience severe drought conditions, which can result in water shortages. Our desalination plants enable us to continue operations and minimize the impact of drought conditions.

Electricity, Steam and Natural Gas

We generate our own electricity and steam using on-site cogeneration generators. We have three cogeneration gas turbine generators with an aggregate capacity of 50 MW, consisting of two 12.5 MW generators that can also each generate 40 tons of steam per hour and a 25 MW generator that can also generate 50 tons of steam per hour. We also maintain a feeder link with the Electricity Generating Authority of Thailand and the Provincial Electricity Authority as an additional backup supply of electricity. In addition to the steam from our cogeneration plants, we also have two major supplemental boilers that can each

supply 20 tons of steam per hour to improve the reliability of supply. The gas turbine generators use natural gas and desulfurized gas from our refining process, which is an effective way to save energy and reduce the emission of sulfur dioxide into the air, while the two supplemental boilers use fuel oil and fuel gas from our refining process. We also purchase natural gas from PTT as supplemental fuel for our cogeneration generators under a long-term take or pay contract.

Proportion of domestic and overseas procurement

| Countries | Name of raw material | Value (Baht) |
|--------------------------|----------------------|-------------------|
| Australia | Crude | 4,756,435,282.29 |
| Azerbaijan | Crude | 9,432,314,200.81 |
| Brunei Darussalam | Crude | 8,510,027,452.29 |
| Gabon | Crude | 4,946,615,578.45 |
| Indonesia | Crude | 10,152,566,279.14 |
| Libya | Crude | 15,893,999,823.49 |
| Malaysia | Crude | 12,196,898,539.87 |
| Nigeria | Crude | 14,937,666,081.52 |
| Pakistan | Crude | 2,767,053,411.71 |
| Republic of the Congo | Crude | 5,254,758,638.02 |
| Saudi Arabia | Crude | 9,915,103,179.74 |
| Singapore | Crude | 374,712,302.91 |
| United Arab Emirates | Crude | 18,291,177,091.69 |
| United States of America | Crude | 38,393,275,039.20 |
| Vietnam | Crude | 4,991,216,407.87 |

Major raw material distributors

Number of major raw material distributors (persons) : 1

After the Company has become an affiliate within the Bangchak group, we now source and purchase crude oil from or through BCP Trading Pte. Ltd. (BCPT), an affiliate in the Bangchak group. The quantity of crude oil purchased from BCPT is more than 10 percent of the total purchase amount according to the consolidated financial statements.

1.2.2.4 Assets used in business undertaking

Core permanent assets

As of December 31, 2024, key fixed assets of the Company and subsidiaries as shown in the financial statements are land, building, plant, equipment, and construction in progress. There are no assets pledged as collateral.

The appraisal price of core permanent assets

| List of assets | Book value / Appraised value | Ownership | Obligations | Additional details |
|----------------|------------------------------|---------------|-------------|--------------------|
| Land | 690,200,905.93 | Company owned | None | - |

| List of assets | Book value / Appraised value | Ownership | Obligations | Additional details |
|--------------------------|------------------------------|-----------------------------------|-------------|--------------------|
| Land | 7,543,158.00 | Subsidiary, IPEL Co., Ltd. owned | None | - |
| Land | 3,040,705,759.44 | Subsidiary, UIDC Co., Ltd., owned | None | - |
| Land | 1,207,531,330.17 | Subsidiary, PSE Co., Ltd., owned | None | - |
| Building | 2,822,205,876.94 | Company owned | None | - |
| Building | 1.00 | Subsidiary, UIDC Co., Ltd. owned | None | - |
| Building | 3.00 | Subsidiary, PSE Co., Ltd. owned | None | - |
| Plant and Equipment | 12,919,581,788.37 | Company owned | None | - |
| Construction in progress | 1,169,310,258.42 | Company owned | None | - |

Core intangible assets

As of December 31, 2024, the intangible asset of the Company and subsidiaries as shown in the financial statements is Computer program.

The appraisal price of core intangible assets

| List of assets | Types | Book value / Appraised value | Additional details |
|------------------|----------|------------------------------|--------------------|
| Computer Program | Software | 179,685,818.23 | - |

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

BSRC's investment policy for businesses is based on a combination of factors to support and promote its own businesses, including business growth trends, investment that adds value and is economically sound, and contribution to BSRC's competitiveness. Investment is made through itself, subsidiaries, associates, or other companies, with the main consideration on suitability and potential of the company in question.

As of December 31, 2024, the Company has subsidiaries, associated companies and related companies as following:

Industry Promotion Enterprises Limited (IPEL)'s

business operation is to rent out plots of land to the Company under long term lease agreements. As of December 31, 2024, the registered capital of IPEL is THB 3,333,400. IPEL's shares consist of common shares and preferred shares. All of IPEL's common shares, equaling 30% of all issued shares, are held by the Company. All of IPEL's remaining preferred shares are held by employees of the Company and other individuals. In terms of accounting, IPEL's performance is included in the Company's consolidated financial statements.

United Industry Development Company Limited (UIDC)'s

business operation is to rent out plots of land and office building to the Company under long term lease agreements. As of December 31, 2024, the registered capital of UIDC is THB 10,000,000. UIDC's shares consist of common shares and preferred shares. All of UIDC's common shares, equaling 49% of all issued shares, are held by the Company. All of IPEL's remaining preferred shares are held by employees of the Company and individuals. In terms of accounting, UIDC's performance is included in the Company's consolidated financial statements.

Pacesetter Enterprises Limited (PSE)'s

business operation is to rent out plots of land to the Company under long term lease agreements. As of December 31, 2024, the registered capital of PSE is THB 10,000,000. PSE's shares consist of common shares group A and common shares group B. About 33 % of all issued shares are held by the Company. In terms of accounting, PSE's performance is included in the Company's consolidated financial statements.

Refinery Optimization and Synergy Enterprise Company Limited (ROSE)'s

business is to provide shared services to support planning and offer guidance in the refinery business of the Company and Bangchak Corporation Public Company Limited (BCP) in order to enhance production efficiency, reduce costs, achieve maximum economic efficiency, and maintain transparency for all stakeholders. This encompasses procurement processes, production planning, transportation planning, price risk management, sales management, and other activities related to oil trading. As of December 31, 2024, the registered capital of ROSE is THB 1,000,000 with ordinary shares divided into 2 groups: Group A and Group B. The Company holds approximately 50% of the ordinary shares in Group B, while BCP holds 50% off the ordinary shares in Group A. In terms of accounting, ROSE's performance is included in the Company's consolidated financial statements.

Thai Petroleum Pipeline Company Limited (THAPPLINE)

operates a petroleum pipeline to transport clean products in 3 main routes of which the Company uses Sriracha-Saraburi pipeline from the pumping station in Sriracha in Chonburi to Bangkok's International airports (Don Muang and Suvarnabhumi) and to terminals in Lumlukka and Saraburi. As of December 31, 2024, the registered capital of THAPPLINE is THB 8,479,000,000. THAPPLINE's shares consist of common shares and preferred shares. About 21% of all issued shares are held by the Company.

Bangkok Aviation Fuels Services Public Company Limited (BAFS)

a listed company in the Stock Exchange of Thailand, provides aircraft fuel services including aviation fuel depot and aircraft refueling services. As of December 31, 2024, the paid up capital of BAFS is THB 637,496,153. About 7% of issued and paid up shares are held by the Company.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

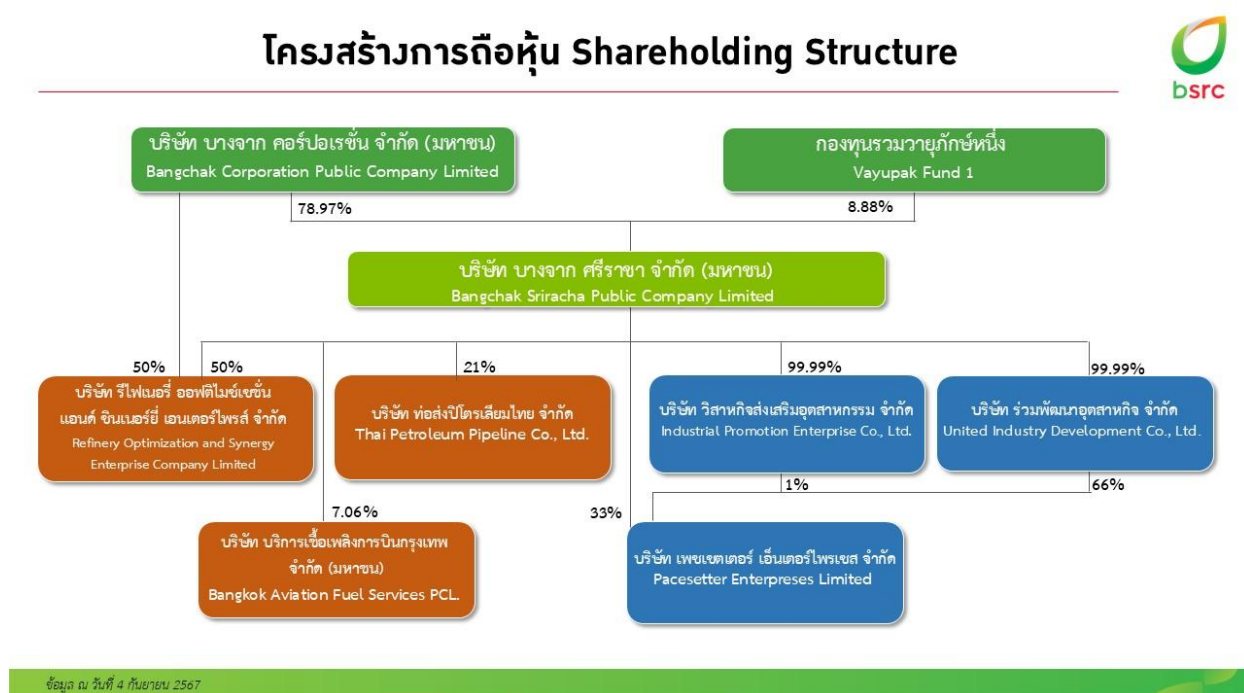
1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

BSRC's investment policy for businesses is based on a combination of factors to support and promote its own businesses, including business growth trends, investment that adds value and is economically sound, and contribution to BSRC's competitiveness. Investment is made through itself, subsidiaries, associates, or other companies, with the main consideration on suitability and potential of the company in question.

Shareholding diagram of the group of companies

Shareholding diagram



Subsidiaries

| Company name | Juristic person who holds shares of the company | Shareholding proportion (%) | Voting right proportion (%) |
|---|---|-----------------------------|-----------------------------|
| Industrial Promotion Enterprise Co., Ltd. | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 99.99% | 99.99% |
| United Industry Development Co., Ltd. | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 99.99% | 99.99% |
| Pacesetter Enterprises Limited | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 33.00% | 33.00% |
| | United Industry Development Co., Ltd. | 66.00% | 66.00% |
| | Industrial Promotion Enterprise Co., Ltd. | 1.00% | 1.00% |

Associated companies

| Company name | Juristic person who holds shares of the company | Shareholding proportion (%) | Voting right proportion (%) |
|--|---|-----------------------------|-----------------------------|
| Refinery Optimization and Synergy Enterprise Company Limited | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 50.00% | 50.00% |
| | BANGCHAK CORPORATION PUBLIC COMPANY LIMITED | 50.00% | 50.00% |
| Thai Petroleum Pipeline Co., Ltd. | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 13.60% | 13.60% |
| Thai Petroleum Pipeline Co., Ltd. | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 7.05% | 7.05% |
| Bangkok Aviation Fuel Services PCL. | BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED | 7.06% | 7.06% |

Company that holds 10% or more of the total shares sold

| Name and the location of the head office | Type of business | Type of shares | The number of shares | The number of shares sold |
|--|---|----------------|----------------------|---------------------------|
| Industrial Promotion Enterprise Co., Ltd. 3195/17-29 Rama IV Road, Khlong Ton, Khlong Toey District Bangkok 10110 Telephone : 02 124 7999 Facsimile number : - | Real estate for lease | Common shares | 33,333 | 33,334 |
| United Industry Development Co., Ltd. 3195/27 Rama IV Road, Khlong Ton, Khlong Toey District Bangkok 10110 Telephone : 02 124 7999 Facsimile number : - | Real estate for lease | Common shares | 99,999 | 100,000 |
| Pacesetter Enterprises Limited 3195/27 Rama IV Road, Khlong Ton, Khlong Toey District Bangkok 10110 Telephone : 02 124 7999 Facsimile number : - | Real estate for lease | Common shares | 33,330 | 100,000 |
| Refinery Optimization and Synergy Enterprise Company Limited 1056 Soi Sukhumvit 66/1 South Prakhonong, Prakhonong District Bangkok 10260 Telephone : 02 335 8888 Facsimile number : - | A service provider for transactions related to planning and providing guidance in the refinery business for the Company and BCP | Common shares | 50,000 | 100,000 |

| Name and the location of the head office | Type of business | Type of shares | The number of shares | The number of shares sold |
|---|---------------------|------------------|----------------------|---------------------------|
| Thai Petroleum Pipeline Co., Ltd. 2/8 Moo 11, Lam Luk Ka Road, Ladsawai Lamlukka Pathum Thani 12150 Telephone : 02 991 9130 Facsimile number : - | Petroleum pipelines | Preferred shares | 11,538,605 | 84,790,000 |

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential : No
conflicts of interest holding shares in a subsidiary or
associated company?

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : Yes
group of a major shareholder?

Relationship with Bangchak Corporation Public Company Limited (BCP) and subsidiaries

As a subsidiary of Bangchak Corporation Public Company Limited (BCP) that operates in the petroleum refining with fully integrated petroleum distribution business and operates the second refinery within the BCP group, the Company benefits from being part of the Bangchak group in various aspects. This includes access to technology, business strategies, and operational practices. Additionally, the Company gains advantages in efficiently crude sourcing from various global sources within the BCP network. Both refineries under the Bangchak group collaborate in selecting, sourcing, and managing the production of petroleum products for maximum benefit.

For the marketing business, the Company gradually rebrands service stations to Bangchak brand and standards. Following the rebranding, service stations under the Company and BCP operate with similar service offerings and customers receive consistent services throughout the network. The Company and BCP will jointly manage and maintain number of service stations under the Company's operations to achieve business efficiency. Furthermore, the Company receives support in shared services including information technology services, procurement services, accounting and finance services, and human resources services under a Business Support Service Agreement with BCP.

The company engages in transactions and business collaboration with BCP and other companies within the Bangchak group. This involves transactions related to the purchase and sale of raw materials and petroleum products. It also includes financial assistance or support to manage financial flexibility in alignment with BCP group and good corporate governance. The company discloses these transactions in its financial statements, following the guidelines and practices of BCP's joint venture companies. This disclosure ensures transparency and accountability in the company's business operations.

1.3.4 Shareholders

List of major shareholders

| Group/List of major shareholders | Number of shares (shares) | % of shares |
|---|---------------------------|-------------|
| 1. บริษัท บางจาก คอร์ปอเรชั่น จำกัด (มหาชน) | 2,733,102,498 | 78.97 |
| 2. กองทุนรวม วายุภักษ์หนึ่ง โดย บลจ.เอ็มเอฟซี จำกัด (มหาชน) | 141,070,000 | 4.08 |
| 3. กองทุนรวม วายุภักษ์หนึ่ง โดย บลจ.กรุงไทย จำกัด (มหาชน) | 141,070,000 | 4.08 |

| Group/List of major shareholders | Number of shares (shares) | % of shares |
|--|---------------------------|-------------|
| 4. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED | 42,343,877 | 1.22 |
| 5. กองทุนรวม วายุภักษ์หนึ่ง | 25,000,000 | 0.72 |
| 6. Thai NVDR Company Limited | 18,920,547 | 0.55 |
| 7. MR. CHARN SOPHONPANICH | 14,680,000 | 0.42 |
| 8. กองทุนเปิด บัวหลวงโครงสร้างพื้นฐานเพื่อการเลี้ยงชีพ | 13,055,800 | 0.38 |
| 9. กองทุนเปิด กรุงศรีหุ้นปันผล | 12,043,800 | 0.35 |
| 10. STATE STREET EUROPE LIMITED | 8,694,783 | 0.25 |

Major shareholders' agreement

Does the company have major shareholders' : No
agreements?

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

| | | |
|---|---|-------------------|
| Registered capital (Million Baht) | : | 17,110,007,246.71 |
| Paid-up capital (Million Baht) | : | 17,075,181,200.40 |
| Common shares (number of shares) | : | 3,460,858,000 |
| Value of common shares (per share) (baht) | : | 4.93 |

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of : No
ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 18,920,547
Calculated as a percentage (%) : 0.55

The impacts on the voting rights of the shareholders

There is no impact on shareholders' voting rights because Thai NVDR Company Limited (NVDR) holds only 0.55 percent of the Company's shares.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : Yes

Debenture

| Item 1 | |
|--------------------------------------|---|
| Debenture name | Unsubordinated and Unsecured Debentures of Bangchak Sriracha Public Company Limited No. 1/2567 Tranche 1 Due B.E. 2569 (ThaiBMA Ticker) |
| Debenture type | Senior Debenture |
| Maturity (year) | 2 years |
| Maturity date | 31-Jul-26 |
| Interest rate (% per annum) | 3.14 |
| Outstanding debenture (million baht) | 2,500,000,000 |
| Additional details | - Unsecured debentures without a debenture holders' representative - Zero coupon bond (No interest payment) with discount rate 3.14% |
| Item 2 | |
| Debenture name | Unsubordinated and Unsecured Debentures of Bangchak Sriracha Public Company Limited No. 1/2567 Tranche 2 Due B.E. 2570 (ThaiBMA Ticker) |
| Debenture type | Senior Debenture |
| Maturity (year) | 3 years |
| Maturity date | 31-Jul-27 |
| Interest rate (% per annum) | 3.16 |
| Outstanding debenture (million baht) | 1,500,000,000 |
| Additional details | Unsecured debentures without a debenture holders' representative |

Bills of exchange

| Item 1 | |
|---|---------------|
| Bill of exchange issue date | 25-Nov-24 |
| Value as at issue date (million baht) | 2,500,000,000 |
| Outstanding value as at the end of the fiscal year (million baht) | 2,500,000,000 |
| Maturity date | 28-Jan-25 |

| Item 1 | |
|---|----------------------------|
| Call option | None |
| Additional details | B/E No. 23/2024 |
| Item 2 | |
| Bill of exchange issue date | 11-Nov-24 |
| Value as at issue date (million baht) | 1,000,000,000 |
| Outstanding value as at the end of the fiscal year (million baht) | 1,000,000,000 |
| Maturity date | 10-Jan-25 |
| Call option | None |
| Additional details | Short term B/E No. 22/2024 |

1.6 Dividend policy

The dividend policy of the company

The Board of Directors may recommend annual dividends, subject to approval by the Company's shareholders. The Board of Directors may, by resolution, decide to pay interim dividends as appear to the directors to be justified by Company profits. Distribution of an interim dividend must be reported to the shareholders at the next general meeting of shareholders following approval by the Board of Directors.

The Board of Directors has a policy to propose an annual dividend payment to shareholders at the rate of not less than 40 percent of the net profit after the allocation of all types of reserves and subject to investment plans, necessity, relevant laws and regulations, and other considerations. However, the actual dividend payout rate may differ by higher or lower than the rate set forth in the above policy. depending on various risk factors.

The dividend policy of subsidiaries

Board of directors of each subsidiary may recommend annual dividends, subject to approval at its shareholders' meeting. The dividend payment is subject to cash flow after deduction of all specified reserves, subject to investment plans, applicable laws, contingencies, and other relevant considerations.

Historical dividend payment information

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---------|--------|--------|--------|---------|
| Net profit per share (baht : share) | -2.2700 | 1.2900 | 2.7200 | 0.6500 | -0.5400 |
| Dividend per share (baht : share) | 0.0000 | 0.0000 | 0.8000 | 0.2500 | 0.0800 |
| Cash Dividend (baht : share) | N/A | N/A | 0.5000 | 0.0000 | 0.0800 |
| Cash Dividend (baht : share) | N/A | N/A | 0.3000 | 0.2500 | 0.0000 |
| Ratio of stock dividend payment (existing share : stock dividend) | 0.0000 | 0.0000 | 0.0000 | 0.0000 | 0.0000 |
| Value of stock dividend per share (baht : share) | N/A | N/A | 0.0000 | 0.0000 | 0.0000 |
| Total dividend payment (baht : share) | 0.0000 | 0.0000 | 0.8000 | 0.2500 | 0.0800 |
| Dividend payout ratio compared to net profit (%) | 0.00 | 0.00 | 30.00 | 40.00 | 0.00 |

Historical dividend payment information

Dividend Payments

| Board Date | X-Date | Payment Date | Dividend Type | Dividend (Baht per share) |
|------------|------------|--------------|---------------|---------------------------|
| 21/06/2024 | 03/09/2024 | 17/09/2024 | Cash Dividend | 0.08 |
| 21/02/2024 | 11/03/2024 | 09/05/2024 | Cash Dividend | 0.25 |
| 13/03/2023 | 03/05/2023 | 22/05/2023 | Cash Dividend | 0.30 |
| 08/09/2022 | 21/09/2022 | 06/10/2022 | Cash Dividend | 0.50 |
| 10/03/2022 | | | No Dividend | 0.00 |
| 12/03/2021 | | | No Dividend | 0.00 |
| 13/03/2020 | | | No Dividend | 0.00 |
| 14/03/2019 | 03/05/2019 | 21/05/2019 | Cash Dividend | 0.10 |
| 04/09/2018 | 19/09/2018 | 02/10/2018 | Cash Dividend | 0.20 |
| 14/03/2018 | 03/05/2018 | 22/05/2018 | Cash Dividend | 1.00 |
| 20/03/2017 | | | No Dividend | 0.00 |
| 11/03/2016 | | | No Dividend | 0.00 |
| 12/03/2015 | | | No Dividend | 0.00 |
| 21/03/2014 | | | No Dividend | 0.00 |
| 14/03/2013 | 30/04/2013 | 23/05/2013 | Cash Dividend | 0.05 |
| 14/03/2012 | 04/05/2012 | 25/05/2012 | Cash Dividend | 0.05 |
| 02/09/2011 | 16/09/2011 | 29/09/2011 | Cash Dividend | 0.20 |
| 14/03/2011 | 09/05/2011 | 26/05/2011 | Cash Dividend | 0.20 |
| 25/03/2010 | 04/05/2010 | 26/05/2010 | Cash Dividend | 0.25 |
| 31/08/2009 | 11/09/2009 | 28/09/2009 | Cash Dividend | 0.25 |

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

Comprehensive Risk Management

The company's risk management framework is designed to assess risks in various areas, including strategic risks, financial risks, legal risks, and even risks related to climate change. The company has processes in place with steps for identifying, managing, and overseeing risks and opportunities related to its business. This allows executives to manage risks and the board of directors to oversee them with responsibility. The company's risk management framework is aligned with international standards, including the Committee of Sponsoring Organizations of the Treadway Commission (COSO-ERM) framework and the ISO 31000 standard, which are widely accepted. The enterprise-wide risk management committee oversees this process to ensure the achievement of business goals according to the overall risk management structure, as illustrated in the corporate governance structure diagram under section 7.1.

The company's approach to risk management covers several areas, including the following:

1. Strategic risks
2. Financial risks
3. Risks from government policies, laws, and relevant regulations
4. Operational risks
5. Emerging risks

The company has clearly defined roles and responsibilities for managing each type of risk, including assigning accountability to the departments or units that own those risks. Each type of risk is managed and supported by experts from respective departments and independent auditors. These processes have designated individuals responsible for each step. Identifying, assessing, managing, and continuously improving risks are integral parts of the risk management framework.

The Board of Directors, the Enterprise Risk Management Committee, and the Enterprise Risk Management Sub-Committee review operational performance and risk assessment results at least once per quarter to ensure that the processes align with the established risk control and management measures. Additionally, the Enterprise Risk Management Committee meets with the Audit Committee at least twice a year to review internal and external risk factors and evaluate the company's risk management system to ensure it is sufficiently effective in addressing risks arising from changing business conditions.

Furthermore, the company conducts regular training to enhance knowledge in risk management and business continuity management. Examples of such training include the Risk Management Program for Corporate Leaders (RCL) and How to Develop a Risk Assessment Plan (HRP) by the Thai Institute of Directors (Thai IOD) and the ESG Risk Management Workshop by the Stock Exchange of Thailand.

Corporate Risk Management Policy and Plan

Bangchak Sriracha has adopted a comprehensive risk management system recognized at the international level, based on the COSO ERM:2017 and ISO31000 frameworks. This system is designed to establish management policies aimed at preventing and mitigating the impacts of various risks. The risk management framework not only enables the company to successfully operate amidst continuous changes but also enhances the confidence of all stakeholders.

Risk Factors

The petroleum and petrochemical business faces various risk factors both regionally and globally, which can impact the company's performance and operations. While the company actively monitors and manages risks through the aforementioned risk management system, certain risk factors remain beyond the company's control and may negatively affect its business, financial performance, financial position, and stock value.

The organization's key risk assessment involves evaluating both internal and external factors, as well as future trends that could impact the company's short-term, medium-term, and long-term goals. This assessment covers risks in the following categories: Strategic Risks, Operational Risks, Financial Risks and Reputational Risks. Key Risk Indicators (KRIs) are used to monitor and track the likelihood of risk occurrence, and additional risk management plans are developed to mitigate impacts on the company's operational objectives. In 2024, the company evaluated critical risks to align with its strategic plan and sustainable business development, ensuring integration with environmental, social, and governance (ESG) considerations.

Link for risk management policy and plan : <https://www.bsrc.co.th/storage/document/corporate/bsrc-policy->

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Supply and Demand

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

Risk characteristics

The petroleum and petrochemical business is a commodity-based industry, meaning the company's performance and financial results, including profits or losses from inventory, may be significantly impacted by price and margin volatility of petroleum or petrochemical products. These prices and margins are influenced by national, regional, and global conditions affecting the supply and demand of related products. Oil prices are particularly volatile when there is an oversupply or a shortage in the market.

Risk-related consequences

According to Thai Times, in 2024, Thailand's fuel demand is expected to show significant fluctuations across various sectors, alongside the growing impact of electric vehicles (EVs) on refineries.

- **Transportation Sector:**
 - Gasoline and gasohol consumption increased by 1.5% to 32 million liters per day (MLD), driven by government fuel price subsidy programs.
 - Jet fuel demand surged by 19.5% to 16.7 MLD, primarily fueled by increased tourism under visa-free policies.
 - The number of EVs on the road grew significantly, reaching approximately 150,000 units by 2024. This growth is supported by government incentives such as tax reductions and subsidies for EV manufacturers.
- **Industrial Sector:**
 - Diesel consumption decreased by 9.3% to 70.1 MLD despite excise tax cuts and price subsidy programs.
 - Liquefied petroleum gas (LPG) and compressed natural gas (CNG) consumption also declined.
- **Power Generation:**
 - Natural gas remains the primary energy source for electricity and heat production, despite declining domestic production, leading to increased reliance on imports.

These trends underscore the diverse factors influencing fuel demand across various sectors in Thailand, including the adoption of EVs and their impact on refinery operations.

Other Demand Factors

Other factors, such as technological advancements for more efficient energy use, impact the demand for petroleum and petrochemical products. Increased competitiveness of alternative energy sources and changes in consumer fuel usage behavior, such as the shift to alternative fuel vehicles, could further affect demand. Additionally, government policies and environmental regulations, such as greenhouse gas reduction measures and the promotion of EVs, are key drivers influencing carbon fuel demand.

Other Supply Factors

Changes in refining margins, marketing margins, and heightened competition in the fuel market directly affect the company's profitability. Intense competition, particularly in the retail sector, poses a significant risk. Many retailers have rapidly expanded the number of service stations and employed various marketing strategies to capture market share.

Commodity prices and margins fluctuate based on factors affecting supply. For instance, refining margins or product spreads tend to decline when the industry's refining or petrochemical production capacity exceeds current demand. Other factors influencing global oil and petrochemical production include: compliance by OPEC member countries and allies with production quotas, geopolitical conflicts, wars, or natural disasters and unexpected events disrupting transportation channels. Technological advancements also play a role in affecting the costs of refining and producing petrochemical products.

Risk management measures

To establish plans and provide efficient business management services for oil refinery operations, aiming to optimize production efficiency, reduce costs, achieve maximum economic value, and ensure fairness and transparency for all stakeholders, the Company, together with Bangchak Corporation Public Company Limited, has jointly established a new company named Refinery

Optimization and Synergy Enterprise Co., Ltd. This company's operations encompass: Procurement processes, Production planning, Transportation planning, Price risk management, Sales management, and Other oil trading-related activities.

Risk 2 Economic Conditions

Related risk topics : Strategic Risk

- Economic risk

Risk characteristics

The economic growth rate directly impacts the demand for petroleum and petrochemical products. As the economy grows, industrial activity increases, leading to higher energy consumption and the need for raw materials used in manufacturing processes. Key factors include:

1. Industrial Production: Economic growth often results in greater demand for petrochemical products used in manufacturing, such as plastics, chemicals, and fertilizers.
2. Energy Demand: A growing economy typically drives higher energy consumption, increasing the need for petroleum products like gasoline, diesel, and jet fuel for transportation and power generation.
3. Consumer Spending: Economic expansion boosts consumer purchasing power, which can lead to increased demand for products that rely on petroleum-based materials, including automobiles and consumer goods.
4. Infrastructure Development: Economic growth often leads to increased infrastructure projects, driving demand for construction materials and energy resources.

Conversely, during periods of economic slowdown or recession, demand for petroleum and petrochemical products tends to decrease as industrial production slows down, consumer spending contracts, and energy consumption declines.

Risk-related consequences

If the economy is in a recession or experiences low or negative growth, it will have a direct negative impact on the company. Other factors that can affect the global and regional economic conditions include population growth, political unrest, and a widespread collapse of global trade. These factors can influence the demand for energy and petrochemical products. Economic conditions that negatively affect market mechanisms and financial institutions will increase risks for the company, including the safety of financial assets and the ability of customers to fulfill their obligations to the company.

Risk management measures

Risk Management of Economic Conditions is crucial for businesses to effectively cope with uncertainty and economic volatility. The company considers various risk management measures, such as:

1. Liquidity Management: Ensuring sufficient liquidity to handle emergencies or economic fluctuations
2. Financial Instruments: Using financial tools to hedge risks from changes in exchange rates, interest rates, and commodity prices
3. Planning and Forecasting: Careful financial planning and forecasting to be prepared for potential future situations
4. Debt Restructuring: Adjusting debt structures to reduce interest burdens.

These measures help the company to minimize risks and remain resilient in the face of economic challenges.

Risk 3 Risk of Oil Price Volatility

Related risk topics :

Financial Risk

- Income volatility

Risk characteristics

The prices of crude oil and refined oil products for the company are determined by reference to the market prices, which are subject to volatility and beyond the company's control. This means that the company does not have direct influence over the prices of crude oil or refined products, as they are largely driven by global supply and demand dynamics, geopolitical events, natural disasters, economic factors, and other external influences. The fluctuations in these market prices can significantly impact the company's revenue, cost structure, and profit margins, especially when market prices are unpredictable.

Risk-related consequences

The volatility of oil prices may lead to uncertainty in the company's operational performance. When oil prices fluctuate unpredictably, it becomes challenging for the company to forecast and manage key financial metrics such as revenue, costs, and profit margins.

Risk management measures

The company has developed a risk management plan to address oil price volatility both in the short term and long term, as follows:

1. Monitoring Oil Price Movements: The company will monitor oil prices, the price spread between crude oil and refined oil products, and develop risk management tools to effectively hedge against oil price fluctuations. The company has established a Price and Financial Risk Management Committee (PRMC) to review and make decisions on risk mitigation strategies.
2. Inventory Management: The company will manage the stock levels of crude oil and refined products by adjusting production capacity to align with market demand. This ensures that the company can maintain an appropriate level of inventory to manage both price fluctuations and supply and demand conditions.

By implementing these strategies, the company aims to minimize the impact of oil price volatility on its financial performance and ensure smooth business operations.

Risk 4 Competition in the oil and energy industry

- Related risk topics : Strategic Risk
- Competition risk

Risk characteristics

Intense competition in the retail business is another risk factor. Many oil traders have rapidly expanded and increased the number of service stations, including using various marketing programs to increase their sales share.

Risk-related consequences

This impacts the company's profitability. The company's ability to develop and implement customer incentives, as well as to expand its retail network, will affect the growth of sales.

Risk management measures

The company, under the Bangchak brand, uses marketing programs similar to those of Bangchak Corporation, including the Loyalty Program and Fleet Card, to maintain and expand its customer base.

Risk 5 Exchange Rate Risk

- Related risk topics : Financial Risk
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk characteristics

The company's operations are exposed to exchange rate risk from multiple currencies, particularly the U.S. dollar. Most purchases and exports are transacted in U.S. dollars, while domestic sales are predominantly conducted in Thai Baht. The sale of petroleum products in the commercial sector domestically and in the retail sector also involves transactions in Thai Baht, which are referenced to the regional prices of petroleum products in U.S. dollars.

This exchange rate risk arises because fluctuations in the U.S. dollar against the Thai Baht can affect the cost of imported goods, the revenue from exports, and the overall financial performance of the company.

Risk-related consequences

The exchange rate used as a reference for setting prices in Thai Baht may adjust more slowly than the current exchange rate, which could have both positive and negative impacts on the company's performance.

Risk management measures

The company has a plan to manage exchange rate risk as follows:

1. Manage foreign currency revenues and expenses naturally (Natural Hedge)
2. Monitor exchange rate trends and situations closely: The company tracks exchange rate movements to decide on engaging in currency hedging transactions. This is overseen by the Price and Financial Risk Management Committee (PRMC), which was appointed by the company's Board of Directors on December 15, 2023. The committee's role is to ensure that the company's operations align with its business plans and targets.

In 2024, the company began entering into forward foreign exchange contracts to hedge against risks from fluctuations in exchange rates. As of December 31, 2024, the company had no outstanding forward foreign exchange contracts, and there were no foreign currency-denominated loans. Additionally, the company's policy strictly prohibits speculation on foreign exchange rates.

Risk 6 Interest rate risk

Related risk topics :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk characteristics

The company is exposed to interest rate risk arising from loans with floating interest rates. A floating interest rate means that the interest rate on the loan can fluctuate over time based on changes in market rates, such as the benchmark interest rate. This can lead to increased or decreased financing costs depending on market conditions.

Risk-related consequences

The increase in financial costs due to higher interest rates can negatively impact the company's profitability. Higher interest rates mean that the company will face higher borrowing costs, which could result in reduced margins and lower net profits. The rising cost of financing can also affect the company's decision-making in terms of investments and business expansion.

Risk management measures

The company continuously manages and oversees all its loans and assesses adjustments as appropriate in response to changing circumstances. This approach is crucial to ensure the company maintains financial flexibility and stability, especially in the face of fluctuating interest rates or other market changes.

Risk 7 Credit Risk in Trade Financing

Related risk topics :

Financial Risk

- Liquidity risk

Risk characteristics

Credit Risk in Trade Financing arises from extending credit to customers, where a business provides goods or services to customers on credit terms, rather than requiring immediate payment.

Risk-related consequences

The company's customer base consists of several key groups: Retail Customers (Service Stations), Industrial Customers, Customers Under Section 7 of the Petroleum Fuel Business Act (B.E. 2543), and Export Customers. Each of these customer segments may have different needs, payment terms, and credit risks associated with them. The company likely tailors its approach to credit and service offerings depending on the specific characteristics and demands of each group.

Potential Impacts of Trade Credit Risk:

1. Cash Flow Problems: Delayed or missed payments can result in cash flow shortages, hindering a company's ability to meet its own financial obligations
2. Financial Losses: Unpaid debts represent a direct financial loss, which can impact profitability and financial performance.
3. Increased Collection Costs: Efforts to recover unpaid debts may require additional resources, legal fees, or collection services, adding to operational costs.

Risk management measures

Trade Credit Risk Management:

The company has implemented a credit scoring system to assess customer risks, which is conducted internally. The assessment considers both qualitative factors, such as payment history, and quantitative factors, such as financial status, as well as external factors, such as economic and industry conditions. The company sets appropriate credit terms and offers risk mitigation strategies based on the customer's risk level. These strategies include adjusting credit limits, adjusting the duration of credit periods based on the situation, and requesting collateral such as cash or equivalent, including bank guarantees or other financial instruments. As of December 31, 2024, the company's trade receivables accounted for approximately 5% of its total revenue from sales and services.

Risk 8 Liquidity Risk

Related risk topics :

Financial Risk

- Liquidity risk

Risk characteristics

The company manages liquidity risk by maintaining an adequate level of cash and cash equivalents to support its operations. In addition, the company also has short-term loan facilities from financial institutions and affiliated companies to ensure sufficient liquidity.

Risk-related consequences

The company considers future cash flow requirements through its annual financial plan, including the financial plan for the upcoming year, to ensure that projections for future needs will be adequately met by securing appropriate and sufficient loan facilities.

Risk management measures

The company manages liquidity risk by maintaining an adequate level of cash and cash equivalents for operational needs. Additionally, the company has access to short-term borrowing facilities from financial institutions and related companies. It assesses future cash flow requirements through its annual financial plan and the financial plan for the following year to ensure that estimated future funding needs are met with appropriate and sufficient credit facilities.

The company has sufficient borrowing sources. As of December 31, 2024, the company had short-term borrowing facilities from financial institutions amounting to 21,125 million baht and from related companies amounting to 8,000 million baht. Additionally, the company has a revolving promissory note issuance facility of up to 12,000 million baht.

Risk 9 Capital Risk

Related risk topics :

Financial Risk

- Insufficient sources of funding

Risk characteristics

The company has a policy to manage its capital to ensure operational continuity and the ability to deliver benefits to shareholders and stakeholders.

Risk-related consequences

Capital risk may lead to a reduction in investment returns or outcomes that do not meet expectations, which could arise from market changes or other external factors.

Risk management measures

The Company has prepared an annual financial plan to estimate current and future capital requirements.

Risk 10 The Risk of Debt Repayment Ability and Company Obligations

Related risk topics :

Financial Risk

- Default on payment or exchange of goods

Risk characteristics

As of December 31, 2024, the company had total interest-bearing liabilities of 24,458 million baht (excluding lease liabilities). Of this amount, 17,582 million baht, or 72% of total interest-bearing liabilities, were loans from financial institutions. Additionally, liabilities due within one year amounted to a total of 13,965 million baht.

Risk-related consequences

Debt repayment and commitment risks faced by the company can have multiple impacts, such as:

- Liquidity Issues: If the company is unable to meet its debt obligations on time, it may face liquidity problems, potentially leading to asset sales or short-term fundraising efforts.
- Reputation Impact: Failure to meet debt repayment deadlines could harm the company's creditworthiness, making it more challenging to access funding sources in the future.
- Increased Interest Expenses: Higher borrowing costs could reduce the company's profitability, thereby affecting overall financial performance.
- Reduced Investment Capability: High debt levels may limit the company's ability to invest in new projects or expand its business, impacting long-term growth prospects.

Risk management measures

The company has sufficient borrowing sources. As of December 31, 2024, the company had short-term borrowing facilities

from financial institutions amounting to 21,125 million baht and from related companies amounting to 8,000 million baht. Additionally, the company had a total debt instrument issuance facility (including promissory notes and debentures) of 42,000 million baht. Therefore, the available credit facilities are sufficient to fully cover the company's interest-bearing liabilities.

Risk 11 Risks from Government Policies, Laws, and Related Regulations

Related risk topics :

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Risk characteristics

The company's operations and financial performance may be impacted by changes in laws, regulations, and government policies. These changes could include: Tax Increases, Stricter Licensing Conditions, Price Controls, Environmental Laws, and Carbon Neutrality Policies. The company must remain adaptable, continuously monitor regulatory changes, and adjust its strategies to mitigate these risks and comply with relevant laws and policies.

Risk-related consequences

The company may face impacts from laws that increase compliance costs or delay business opportunities. This includes regulations that mandate the use of alternative fuels or the incorporation of product blends with unsustainable pricing. Additionally, the company could be affected by the outcomes of legal cases or other legal proceedings, which may result in significant and unforeseen penalties or damages. These factors represent additional risks that the company must manage and mitigate in order to ensure stable operations and financial performance.

Risk management measures

The company takes into account the potential impacts of government policies in 2024 to plan for future operations. These policies include changes to the biofuel blend in fuel, modifications to the B10 diesel standard to allow biofuel blends ranging from 5-10%, adjustments to legal oil reserve requirements, and changes to the pricing formula at refineries. Additionally, the company closely monitors and studies the significant impacts of climate policies outlined in the 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) to ensure compliance and to mitigate potential risks.

Risk 12 Current and future litigation

Related risk topics :

Compliance Risk

- Violations of laws and regulations
- Legal risk

Risk characteristics

As of December 31, 2024, the company had no lawsuits that could have materially adverse effect on its assets by more than 5% of the shareholders' equity as of the latest fiscal year-end. Additionally, there were no lawsuits that the financial impact on the company's business operations could not be quantified.

Risk-related consequences

Impacts of Pending and Potential Future Legal Cases can be divided into several areas as follows:

1. Financial Impact

Pending legal cases may lead to expenses such as fines, compensation, or legal fees. If the case involves significant damages, it could affect the company's cash flow, liquidity, and profitability.

2. Operational Impact

Cases related to contracts may cause delays in project execution or plans. If certain operations are suspended, it could reduce operational efficiency.

3. Reputational Impact

High-profile legal cases may harm the company's reputation and erode trust from customers, investors, and business partners.

4. Regulatory Compliance Impact

Legal cases related to regulatory violations may lead to stricter oversight or the imposition of additional compliance requirements.

5. Market Confidence Impact

Major legal cases could reduce investor confidence, lead to a drop in stock prices, or make it more difficult for the company to secure funding.

6. Resource Allocation Impact

Managing legal cases requires time, budget, and personnel, which may divert focus from core business operations.

7. Strategic Impact

The uncertainty created by legal cases may delay investment plans or business expansions. Strategic adjustments might be necessary to accommodate the impact of ongoing legal issues.

Risk management measures

Mitigation Measures:

- Conduct regular legal audits and status reviews.
- Set aside a financial reserve for legal risks.
- Communicate transparently with stakeholders regarding significant cases.
- Develop internal policies and processes to prevent future legal issues.

Risk 13 Operational Efficiency

Related risk topics :

Operational Risk

- Systems or internal control system
- Human error in business operations

Risk characteristics

In addition to external factors, future performance also depends on the company's ability to manage the risks within its control, which will determine the company's operational outcomes. One of the key elements in the company's performance is its ability to operate efficiently, including managing expenses and increasing productivity.

Risk-related consequences

If operations are inefficient, it will impact effectiveness, work quality, increase production costs, and ultimately lead to a decrease in profits.

Risk management measures

The company places great importance on management, which includes technology development, cost control, increasing productivity, and regularly assessing overall asset value. The energy used in refining is considered a major cost in refining operations. Therefore, energy management and control play a crucial role in operations. In 2024, the company was certified with the ISO 50001:2018 Energy Management System standard, confirming that the company has an organized and efficient energy management system.

Risk 14 Risk Management related to Safety and Environmental Impacts

Related risk topics :

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Risk characteristics

The main risks in the company's refining operations within the petroleum and petrochemical business are safety and environmental risks. Managing these risks and controlling operations according to risk control measures are key factors in ensuring the company achieves its operational goal of zero injuries.

Risk-related consequences

If the company fails to identify and manage relevant risks in a timely manner, or if the management and control systems do not function as intended, it could result in significant negative consequences and a heavy burden of responsibility for the company.

Risk management measures

The company uses a strict management system to reduce or eliminate risks, such as workplace safety, including personal safety and production process safety, oil or product spills that impact the environment, and the release of greenhouse gases into

the atmosphere. The company has developed and implemented the Operations Excellence Management System (OEMS) to manage safety and environmental impacts.

In 2024, the company was certified with the ISO 45001:2018 Occupational Health and Safety Management System and ISO 14001:2015 Environmental Management System standards, confirming that the OEMS meets international standards.

Risk 15 Preparedness

Related risk topics :

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations
- System disruption risk
- Pandemic risk

Risk characteristics

The company has prepared measures to respond to potential disasters arising from natural calamities, human errors, political instability, and other abnormal events.

Risk-related consequences

In managing Business Continuity Management (BCM), the company has established measures to address various scenarios, with the following key cases being considered as critical:

- Loss of Key Personnel: Scenarios where key personnel essential to operations are lost or unavailable.
- Loss or Damage to Facilities and Infrastructure: Incidents causing significant loss or damage to operational sites and physical structures.
- Loss of Information Systems: Cases where information systems are compromised, lost, or rendered inaccessible.
- Loss of Key Suppliers/Service Providers: Situations where key suppliers or service providers critical to operations and production become unavailable.

These measures are designed to ensure business continuity and minimize the impact of disruptions on operations.

Risk management measures

The company has developed three response plans: the Crisis Management Plan, the Emergency Response Plan, and the Business Continuity Management (BCM) plan. The company has adopted ISO 22301:2019 to guide the development of its business continuity management plan. It conducts regular reviews, updates the plans to stay relevant to current events, and consistently practices drills to ensure readiness. The company prioritizes critical systems and personnel essential to maintaining business continuity. Additionally, it has documented methods for problem resolution and strategies to minimize impacts in the event of an emergency.

Risk 16 Cyber Security

Related risk topics :

Operational Risk

- Information security and cyber-attack

Risk characteristics

The rapid advancements in digital technology and the rising threat of cyberattacks are external factors undergoing constant evolution. In today's competitive and fast-developing business environment, organizations increasingly rely on modern technology and interconnected systems through the internet to enhance business efficiency and create positive customer experiences. However, this reliance necessitates a strong focus on the security of the organization's information technology systems.

Risk-related consequences

The company has prepared measures to accommodate the development and changes in technology while also addressing technological risk factors that could significantly disrupt current business operations.

Risk management measures

The company has established a Cybersecurity Committee responsible for planning, monitoring, surveillance, testing, and implementing tools to mitigate the increasing risks of cyber threats, which continue to rise annually. In 2024, the company developed a Cyber Incident Response Plan and emphasized raising awareness and understanding of cyber threats among employees.

Employees are trained to identify cyber threats and understand their roles in both preventing and responding to attacks. To enhance this awareness, the company conducts regular cybersecurity training for all employees and personnel working with the company. This training is mandatory and includes guidance on handling phishing attacks, one of the prevalent cyber threats faced by the company. To further strengthen its preparedness, the company regularly conducts phishing simulations by sending fake emails to employees, enabling them to practice identifying and handling fraudulent emails that could lead to cyberattacks. Additionally, the company's cybersecurity management system is certified under the ISO 27001:2022 Information Security Management System, affirming its adherence to international standards for information security.

Risk 17 Emerging Risk

Related risk topics : Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

Risk characteristics

The company has assessed key risks related to climate change and integrated its operations with environmental scanning and climate change monitoring systems.

Risk-related consequences

The company evaluates climate-related risks over the short term (0–2 years), medium term (2–10 years), and long term (> 10 years) and incorporates them into its Taskforce on Climate-related Financial Disclosures (TCFD) report.

a. Physical Risks from Climate Change

The company uses both qualitative and quantitative scenario analyses to assess physical climate risks. Scenarios considered include: SSP1-2.6 (below 2°C): A low-emission scenario, and SSP5-8.5 (above 2°C): A high-emission scenario and IEA World Energy Outlook 2023 projections: Insights into physical impacts driven by climate change. These analyses help the company understand the potential physical consequences of climate change.

b. Transition Risks to a Low-Carbon Economy

Transition risks form a key component of climate-related financial risks, arising from the shift toward a low-carbon economy. The company assesses these risks under the following categories:

Policy and Legal Risks: Changes in regulations, such as carbon pricing or emission reporting requirements, could increase operational costs and expose companies to legal actions. Policies may negatively impact investment returns, making hydrocarbon-based products more expensive or less competitive, delaying project timelines. Existing and pending regulations on greenhouse gases (GHGs) could increase compliance costs, such as for monitoring or implementing Greenhouse Gas Capture and Storage (CCS) solutions.

Technological Risks: Innovations in low-carbon technologies may disrupt existing business models, resulting in the obsolescence of certain assets and reducing demand for hydrocarbons. Demand may shift toward alternative low-carbon energy sources.

Market Risks: Changes in demand and supply for certain products and services could affect revenue streams, particularly for companies reliant on fossil fuels.

Reputation Risks: Shifts in consumer and investor preferences toward sustainable practices may impact the company's market position and brand value.

The company actively monitors and mitigates these risks to adapt to evolving climate-related challenges.

Risk management measures

Details and risk management measures can be found in the Task Force on Climate-related Financial Disclosures (TCFD) report.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders : No
from investing in foreign securities?

3. Sustainable Development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Strategies for Sustainability

The company's business operations focus on balancing values and valuation, adhering to sustainable business innovation alongside environmental and social considerations. The key strategies of the company's operations align with Bangchak Group's strategies to achieve both short-term and long-term organizational goals.

The company is committed to creating energy balance under the vision of "Creating a sustainable future through innovation for superior energy" while addressing the well-being of the Thai people, delivering energy security with affordable energy prices, and supplying high-quality products. This aims to meet the demands during the energy transition to a low-carbon society more effectively and to promote the sustainability of society and the environment. To achieve this vision, the company operates under the "Sustainability Business Development Policy" which integrates the principles of sufficiency economy, global sustainability standards, and social responsibility, including adherence to the United Nations Global Compact (UNGC), the Sustainable Development Goals (SDGs), International Organization for Standardization (ISO) standards, and the expectations of stakeholders. The policy aligns with the company's vision, direction, and business strategy, serving as a framework for sustainability operations at the organizational level. The company tracks and reports performance according to the Global Reporting Initiative (GRI) guidelines to demonstrate its commitment to sustainable business development across the entire value chain. This approach comprehensively considers both current and future sustainability issues, factoring in the operations of Bangchak, Sriracha, and new businesses, emerging risks, and global sustainability trends. The company covers eight sustainability aspects, as follows:

1. Good corporate governance
2. Fair business practices
3. Responsible production of goods and services while promoting sustainable society
4. Comprehensive sustainability assessment for new businesses
5. Investment in innovative businesses for sustainability
6. Efficient resource and environmental management
7. Promoting human rights to drive sustainable economic growth
8. Promoting sustainable social development

Sustainability Strategy: 4E Approach

The sustainability strategy of BSRC is not merely a goal but a tangible plan to address the most critical environmental and social issues, as identified in the company's materiality assessment. It incorporates environmental, social, and governance (ESG) responsibilities with the following key strategic approaches:

Environmental Care: Care for the Environment and Community

Sustainability Strategic Goals: Net Zero, Low Emission Fuels (LEF), Community Partner of Choice, Clean Society

Focus: Preserve nature while supporting social well-being.

Goals: Commit to achieving net-zero carbon emissions using low-emission fuels, being a preferred partner to the community, and fostering a clean society.

Actions: Prioritize environmental protection, create positive community impact, reduce emissions, conserve water, manage waste responsibly, and promote biodiversity. Strive to be a responsible neighbor, actively engaging with local communities and supporting initiatives to enhance community quality of life.

Efficient Operations: Operate with the Highest Efficiency

Sustainability Strategic Goals: Operational Eco-Efficiency, Circular Economy

Focus: Achieve maximum operational efficiency.

Goals: Enhance environmentally friendly production through eco-efficiency and establish a circular economy.

Actions: Commit to operational excellence by continuously improving efficiency and reducing energy consumption. Implement cutting-edge technology and best practices to optimize processes, minimize waste, reduce carbon emissions, and comply with

industry regulations and standards.

Empathetic: Do Business with Ethics, Empathy, and Human Rights

Sustainability Strategic Goals: Good Governance, Role Model in Universal Human Rights

Focus: Uphold ethical business practices and respect for human dignity.

Goals: Practice good governance and become a role model for human rights.

Actions: Conduct business with the highest standards of governance, emphasizing empathy and respect for human rights.

Promote a diverse and inclusive workplace, fostering an environment where employees feel valued and free to express themselves.

Extend governance principles across the supply chain to ensure fairness for all stakeholders.

Evolving by Innovation: Innovate and Explore New Technology

Sustainability Strategic Goals: Low Carbon Solutions, Climate Technology, and Green Procurement

Focus: Drive growth through creativity and exploration of new technologies.

Goals: Reduce carbon emissions, utilize climate-change mitigation technologies, and promote environmentally friendly green procurement.

Actions: Emphasize innovation as a core competency, exploring and investing in new technologies, particularly those supporting a low-carbon future. Foster a culture of continuous development, seeking creative solutions to enhance energy efficiency and build a sustainable energy system.

By implementing the 4E strategy, BSRC is committed to creating a sustainable future through a balance of environmental care, operational efficiency, ethical practices, and innovation.

Reference link for sustainability policy : <https://www.bsrc.co.th/storage/document/corporate/bsrc-policy-esg-th.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

The company sets goals, directions, policies, and strategies for sustainability in its business operations, and develops the sustainability of the company by considering the SDG targets, key issues from the organization's sustainability assessment, the needs and expectations of stakeholders, response to the needs and expectations of all stakeholder groups, and development in various aspects according to the framework of the 17 Sustainable Development Goals (UN SDGs). In this regard, 11 key goals have been set, covering sustainability issues in the areas of governance and economy, environmental aspects, and social aspects. These goals aim to reduce risks and business impacts while identifying opportunities to improve working processes. This enables the company to operate proactively and adapt to changes in global situations and emerging risks, strengthening its resilience. The company's sustainability actions are aligned with these goals to foster long-term value creation and responsible business practices.

The Company has set UN SDGs Goal for 2024, in line with the environmental, social, governance and economic dimensions, which have been approved by the Sustainability and Corporate Governance Committee as follows:

Environmental dimension in response to

- SDG 6: Clean Water and Sanitation, covering wastewater management and increasing the efficiency of using limited surface water.
- SDG 12: Responsible Consumption and Production, ensure sustainable consumption, oversee production and manage waste responsibly.
- SDG 13: Climate Action, urgent action to combat climate change and its impacts to protect the planet and ensure sustainability for future generations.
- SDG 14: Life Below Water, support ecosystem, prevent impacts from activities or accidents that may affect the marine environment.
- SDG 15: Life on Land, focus on conservation and protection of biodiversity and natural resources on land.

Social dimension in response to

- SDG 3: Good Health and Well-being, Care for safety and health by reducing risks that affect safety and health, whether from personal hazards or accidents from operations.
- SDG 5: Gender Equality, emphasize on equality and eliminating discrimination and unfair treatment arising from inequality.
- SDG 8: Decent Work and Economic Growth, promote continuous and sustainable economic growth, fair employment and provide job opportunities for disable persons.

- SDG 11: Sustainable Cities and Communities, promote good relations with the community to create stable and sustainable local development.

Governance and economy in response to

- SDG 16: Peace, Justice and Strong Institutions, promote corporate governance in accordance with international principles for sustainability development.
- SDG 17: Partnerships for the Goals, encourage cooperation with partners and stakeholders at all levels to achieve sustainability development goals.

| | |
|--|--|
| United Nations SDGs that align with the organization's sustainability management goals | : Goal 3 Good Health and Well-being, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals |
|--|--|

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

- The company has enhanced its sustainability management by assigning the Sustainability Development and Corporate Standards Department to review the corporate vision and mission. It also proposes organizational sustainability strategies (Sustainability Strategies) to align with business strategies, incorporating the 4E framework: Environmental Care, Efficient Operations, Empathetic, and Evolving by Innovation.
- Commitment to Greenhouse Gas Reduction: The company prioritizes reducing greenhouse gas emissions, setting ambitious goals for Carbon Neutrality by 2036 and Net Zero Greenhouse Gas Emissions by 2050 (Scope 1 & 2). The strategy incorporates Bangchak Group's BCP-316 net framework and establishes a roadmap to achieve these targets.
- Sustainability Governance and Performance Monitoring: Sustainability efforts are overseen by the Sustainability Policy Committee (SPC) and the Sustainability Management Committee (SMC). Key initiatives include: Conducting Materiality Assessments to identify significant sustainability issues, Reviewing sustainability performance for 2024, Developing a sustainability and corporate governance roadmap, focusing on mid- and long-term goals such as joining the Thai Private Sector Collective Action Against Corruption (CAC), pursuing the Thailand Quality Award, and participating in international assessments like S&P Global.
- ISO Certifications: In 2024, the company achieved certification in four ISO management systems within one year, confirming the efficiency and international compliance of its management systems; ISO 14001:2015 – Environmental Management System, ISO 45001:2018 – Occupational Health and Safety Management System, ISO 27001:2022 – Information Security Management System, ISO 50001:2018 – Energy Management System
- UN SDGs Targets for 2024The company has established 11 categories and 15 indicators of sustainability goals aligned with the UN Sustainable Development Goals (UN SDGs) for 2024. These targets cover environmental, social, governance, and economic dimensions and have been approved by the Sustainability and Corporate Governance Committee.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The company operates an integrated petroleum refinery and petroleum product distribution business, consistently meeting the growing energy demands in the country and the expectations of its customers. As a fully integrated oil company with both refining and marketing segments, our value chain begins with receiving crude oil at the refinery, primarily transported by sea. The refinery processes and refines crude oil into various products such as liquefied petroleum gas (LPG), naphtha, gasoline, diesel, aviation fuel/kerosene, asphalt, and fuel oil. The logistics and transportation division is responsible for delivering refined oil products to terminal stations via pipelines and by road, aiming to distribute the finished products to their destinations as efficiently as possible. The sales division manages customer relationships across different sales channels, including retail, commercial, and wholesale. Each unit has a deep understanding of customer needs and ensures those needs are met. Customer feedback is relayed to sales representatives and the customer service department.

Stakeholder Engagement

• The company operates to meet the needs and expectations of its stakeholders while fostering understanding, trust, and cooperation in sustainability dimensions. This is achieved through meetings and discussions with diverse stakeholder groups using various channels such as community meetings, digital media, and social media. Open communication increases opportunities for exchanging concerns, discussing practices, and sharing plans. The company recognizes the broad interest in its Environmental, Social, and Governance (ESG) performance among stakeholders, which are categorized into seven groups: communities, customers, employees, government, private organizations, shareholders, and business partners.

• The company collects and consolidates information on stakeholders' needs and expectations, along with its response approaches. This analysis is presented to the Sustainability and Corporate Governance Committee (SCGC) to set directions for sustainability operations, develop corporate strategies, and create action plans aimed at preventing and mitigating sustainability impacts. These efforts ensure the company meets the specific needs and expectations of each stakeholder group effectively, building confidence in collaborative operations.

Stakeholder Analysis in the Business Value Chain

- **Identifying and Ranking Stakeholders:** Stakeholders are identified and prioritized based on three criteria:
 - Which stakeholders are involved in the company's business operations?
 - Does the company create sustainability impacts on the stakeholders?
 - Do the stakeholders have influence that could impact the company's sustainability?
- **Stakeholder Engagement:** The company designates responsible departments for stakeholder groups, establishes systematic methods to survey stakeholders' needs and expectations, determines the frequency of engagement, and collects relevant data to better understand stakeholders' requirements.
- **Determining Key Sustainability Issues:** The company identifies causes and potential impacts—both positive and negative—on sustainability issues (environmental, social, and governance, including human rights). Each issue is prioritized based on its severity and the likelihood of occurrence.
- **Reporting and Monitoring:** The results of stakeholder analysis are reported to the Organizational Sustainability Management Task Force, Corporate Sustainability Policy Task Force, and ultimately the Sustainability and Corporate Governance Committee (SCGC). This ensures that sustainability directions, corporate strategies, and plans are effectively developed and implemented to prevent and mitigate sustainability impacts while addressing the diverse needs of different stakeholder groups.

Materiality Topics and Sustainability Prioritization

The company acknowledges that its business operations may impact the economy, society, and environment, including human rights issues. These impacts encompass both opportunities and risks, either current or future. To address this, the company regularly reviews and develops its sustainability materiality topics to align with evolving industry trends, external changes, and stakeholder expectations. This process adheres to international standards, particularly the GRI Standards 2021 framework.

Materiality Topic Selection Process

1. Understanding the Organization's Context

The company identifies its sustainability materiality topics by: Reviewing its internal context, including its value chain, vision, mission, strategies, and management feedback as well as considering external contexts, such as the GRI Standards 2021,

benchmarking with peers in related industries, and collecting stakeholder feedback through internal channels.

2. Identifying Actual and Potential Impacts

The company identifies both positive and negative impacts—actual and potential—on the economy, society, environment, and human rights. This includes: Internal data reviews. Comprehensive impact assessments. Stakeholder consultations.

3. Assessing the Significance of Impacts

Significant impacts are assessed based on: Scale: The magnitude of the impact, Scope: The extent of the impact, Irremediable: The ability to restore or mitigate negative impacts, and Likelihood: The probability of potential impacts occurring. Negative and positive impacts are prioritized separately since negative impacts cannot be offset by positive ones.

4. Prioritizing Impacts for Reporting

The company ranks and summarizes significant sustainability issues by referencing stakeholder feedback and applying GRI 11: Oil and Gas Sector 2021 standards. This ensures coverage of all critical industry-specific material topics.

5. Approval by Senior Management

Finalized materiality topics are submitted for review and approval by the Sustainability and Corporate Governance Committee. Key topics are grouped, and metrics are set for monitoring performance at the organizational level.

List of Materiality Topics

Environmental

- GHG emission, GHG reduction commitment
- Business strategy in relation to the transition to a low carbon economy
- Air emission comply with Government limit and having reduction plan
- Waste management and compliance
- Action to preserve biodiversity in the area

Social

- Safety and Health of Employee, Contractor and Community
- Vulnerabilities of local communities and how they may be affected by the organization's activities
- Emergency response process and readiness

Governance

- Anti-competitive behavior
- Potential of being involved with corruption
- Transparency of payments to governments

For 2024, the company has retained the 11 materiality topics identified in 2023. The company is committed to managing these topics responsibly by: Establishing clear policies and measurable goals for each topic, Mitigating risks and enhancing positive impacts, Regularly tracking performance against set targets, and Engaging stakeholders to ensure effective actions and alignment with their expectations.

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

| Group of stakeholders | Stakeholders' expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|---|---|---|
| Internal stakeholders | | | |
| • Employees | Benefits Diversity Health and wellness | Invest in employee development, Provide opportunities for expressing opinions, Foster a diverse corporate culture | <ul style="list-style-type: none"> • Online Communication • Internal Meeting • Employee Engagement Survey |
| External stakeholders | | | |
| • Community | Education Development Environment Quality of Life | Development Projects, Community Engagement Activities, Public Consultation Meetings | <ul style="list-style-type: none"> • External Meeting • Complaint Reception • Others • Public Forum |
| • Customers | Product Quality and Safety | Listen to Feedback, Provide Transparent Information, Promote Sustainable Products | <ul style="list-style-type: none"> • Online Communication • Satisfaction Survey • Others • Customer Service Center |
| • Government agencies and Regulators | Energy Procurement, Climate Change | Policy Collaboration, Environmental Data Reporting | <ul style="list-style-type: none"> • External Meeting • Training / Seminar • Others • Performance Report |
| <ul style="list-style-type: none"> • Non-profit organization / NGOs • Independent entities | Social and Environmental Impact | Support Joint Projects, Participate in Opinion Exchange Forums | <ul style="list-style-type: none"> • External Meeting • Training / Seminar • Others • Collaboration in Development Projects |
| • Shareholders | Good Governance, Transparency, Business Performance | Performance Report, Hold Shareholder Meetings | <ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others • SET Disclosure |
| <ul style="list-style-type: none"> • Suppliers • Business partners | Business Integrity, Safety, Environmental Performance | Establish Sustainable Business Operating Standards, Audit the Supply Chain | <ul style="list-style-type: none"> • External Meeting • Training / Seminar • Others • Quality Audit |

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

| | |
|-------------------------------------|---|
| Environmental policy and guidelines | : Yes |
| Environmental guidelines | : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management |

Environmental Commitment and Management

The Company is committed to sustainable environmental management to reduce the impact of its operations. We operate under the value of "Protect Tomorrow, Today." The Company focuses on developing an environmental management system that complies with international standards and adheres to the Environmental Policy and Sustainable Business Development Policy. In addition, the Company has been certified to ISO 14001:2015, the international standard for environmental management, to ensure that all operational processes are systematic, efficient, and minimize environmental and community impacts in a sustainable manner.

Energy Management

Increasing energy efficiency is at the heart of Bangchak Corporation (Sriracha Refinery) as energy is a major cost in the oil refining process. If energy use is not effectively controlled, it can impact both the Company's operations and the environment in the future (Disclosure 3-3-a-b). Therefore, the Company is committed to developing and adopting modern technologies, including energy-saving approaches, in all stages of its operations to enhance energy efficiency in a sustainable manner. In terms of energy management, the Company has implemented ISO 50001:2018, the international standard for energy management, and has established an energy management policy that aligns with energy conservation goals (Disclosure 3-3-c). In addition, Bangchak (Sriracha Refinery) has established the Sriracha Energy Management System (SEMS) Committee to monitor and evaluate energy use on an ongoing basis, as well as to identify opportunities for energy use improvement and recommend necessary measures to increase energy efficiency and reduce energy losses (Disclosure 3-3-d). Furthermore, the Company is committed to creating a sustainable future with innovations for superior energy, with efforts to utilize innovations and modern technologies to create energy balance, including accessible energy prices, energy security, and social and environmental sustainability, as well as establishing a resilient and sustainable energy management system for the future.

Water Management

Water is an essential resource for life and business operations across all industries. Using water from natural sources can pose various risks, including water scarcity, quality degradation, and impacts on ecosystems. Effective water management is therefore crucial for both the environment and the long-term sustainability of businesses. The Company uses water resources in key processes, such as production and cooling processes. We recognize the importance of water resources in our operations, as well as the risks and impacts associated with water use (Disclosure 3-3-a-b). Therefore, the Company analyzes water stress in the Sriracha Refinery area, which is assessed as being in an area at high risk of water problems, according to data from the 'Aqueduct Water Risk Atlas' of the World Resources Institute and the 'Water Risk Filter' of WWF (Disclosure 303-1-a-b). Despite the high risk, the Company continues to manage water resources efficiently by using the 3R strategy (Reduce, Reuse, Recycle) and site-specific management strategies by using water conservation technologies and alternative water sources. Most of the water used in the production process comes from the seawater desalination unit, followed by recycled water, and uses additional fresh water as needed. These actions help conserve water and energy resources, as well as reduce the impact of drought on nearby communities (Disclosure 303-1-c). In addition, the Company manages water jointly with government agencies, industry, water user groups, communities, and relevant stakeholders to listen to their opinions through various channels to ensure effective and sustainable water management.

Air Quality Management

Air pollution is an environmental problem that affects air quality, ecosystems, and human health, especially vulnerable groups living near industrial sources, who may be affected by heart disease, lung disease, and premature death. In addition, air pollution affects ecosystems and the economy, such as acid rain and damage to agricultural crops. The Company is aware of these

challenges and implements strict air pollution control measures under the ISO 14001:2015 regulations and international standards, including the use of modern technology to reduce emissions, reducing negative impacts on surrounding communities and the environment. In addition, the Company places importance on the continuous control and maintenance of raw material storage tank equipment to meet the specified safety and environmental standards. Storage tanks have been installed that are designed to be suitable for storing each type of oil, along with control equipment and vapor leak reduction from the tank roof from the design and installation stages, which is in line with the API Standard: Venting Atmospheric and Low-pressure Storage Tanks, 2000. The Company carries out regular monitoring and maintenance, such as installing Secondary Rim Seals on storage tanks to increase the efficiency of vapor leak prevention. In terms of product handling processes, the Company has implemented strict vapor emission control measures by installing high-efficiency Vapor Recovery Units (VRUs) for truck loading and high-efficiency Vapor Combustion Units (VCUs) for benzene loading by ship. These measures play an important role in controlling and reducing volatile organic compound (VOC) emissions that occur during petroleum product handling processes. These operations not only help reduce environmental impacts but also demonstrate the Company's commitment to raising environmental management standards and creating long-term business sustainability. In addition, the company monitors air quality in the refinery area and surrounding areas.

Waste and Used Material Management

The Company places great importance on waste management to use resources efficiently and comply with environmental regulations. Without proper management, waste can cause water and soil pollution, as well as impact surrounding communities. We are committed to minimizing waste throughout the supply chain, from production processes, maintenance activities, and other processes, by adhering to the 3Rs principle: Reduce: Reduce resource use and waste. Reuse: Reuse waste. Recycle: Recycle waste for reuse. The Company complies with both national and international environmental standards and only disposes of waste at authorized facilities, with continuous monitoring and tracking. In addition, the company promotes waste management knowledge to employees and stakeholders to enable them to properly sort and manage hazardous waste. To ensure efficient waste management from upstream to downstream, the Company has selected and hired legally authorized waste disposal contractors and conducts regular inspections of the contractors' workplaces to ensure compliance with environmental standards.

Oil Spill Management

The Company places great importance on preventing oil spills by implementing risk management and operating with caution and rigor to minimize the chance of oil spills into the environment. In addition, the Company has a contingency plan in case of an unexpected event, with measures to manage the impact of spills both on water and land. The Company has a contract with Oil Spill Response Limited (OSRL), a global emergency response team, to provide access to skilled personnel and emergency response equipment effectively. In addition, the Company conducts regular emergency drills in coordination with relevant agencies. In 2023, the Sriracha Refinery conducted two oil spill drills, covering all steps from equipment inspection and maintenance, employee training, to practicing emergency response measures. This preparedness enables the Company to respond to incidents quickly and comprehensively, minimizing impacts on the community and the environment effectively.

Climate Change Management

As climate change and greenhouse gas emissions are important issues that all industries are concerned about, the Company is aware of the risks and impacts of these issues on our business operations, the environment, and the surrounding society (GRI 3-3-a-b). We have therefore set targets in line with the Paris Agreement and the United Nations Sustainable Development Goals (SDG 13), with the goal of achieving carbon neutrality by 2037 and net-zero greenhouse gas emissions from operations (Scope 1 and 2) by 2050 (GRI 3-3-c). We have developed a greenhouse gas emissions reduction plan that is included in our medium-term business plan, which is updated annually. The development plan will be based on the strategies of some of the group companies or the BCP316 Net strategy. In addition, the Company uses the Task Force on Climate-Related Financial Disclosures (TCFD) (GRI201-2) framework to assess climate change risks and opportunities, both in the short and long term, covering physical risks such as drought, heat, coastal flooding, and transition risks, including policy and legal risks, technology risks, market risks, and reputational risks, as well as climate-related opportunities such as energy efficiency improvements, alternative low-emission energy sources, and new technological innovations that help reduce greenhouse gas emissions. The Company uses both qualitative and quantitative climate-related scenario analysis, considering physical scenarios such as SSP1-2.6 (average temperature increase below 2°C) and SSP5-8.5 (average temperature increase above 2°C) and transition scenarios based on the IEA World Energy Outlook 2023. These scenarios help the Company understand the potential physical impacts of climate change.

Climate Governance Structure

The Company has incorporated a climate change governance structure as part of its sustainability operations. The Sustainability

and Corporate Governance Committee (SCGC) is responsible for overseeing climate risks and opportunities, as well as monitoring and reviewing development approaches on an ongoing basis for presentation to the Board of Directors. In addition, at the management level, the Sustainability Policy Committee (SPC) has been appointed to set the direction, policies, and strategies for sustainability, along with communicating the guidelines to the Sustainability Management Committee (SMC), which is the primary unit responsible for driving sustainability operations, managing risks proactively, and operating in line with stakeholder expectations. The SMC is also primarily responsible for reducing greenhouse gas (GHG) emissions, with support from the Refinery Initiative & Net Zero Team (RINZT) to ensure that operations are in line with the goals of Carbon Neutrality and Net Zero Emissions effectively.

Biodiversity and Forest Area Management

The Company recognizes the potential positive and negative impacts of its business operations on biodiversity and is committed to protecting, restoring, and promoting the sustainable use of terrestrial and marine ecosystems in accordance with the guidelines of the Global Reporting Initiative (GRI) and Dow Jones Sustainability Indices (DJSI). The Company has established a "Biodiversity Management" policy to ensure that its business operations are consistent with the principles of natural resource conservation, minimize impacts on ecosystems, and comply with relevant international standards, including global environmental agreements such as the Convention on Biological Diversity (CBD) and the United Nations Sustainable Development Goals (SDGs Goal 15: Life on Land). The Company has a systematic approach to biodiversity management, as follows: Assessing and mitigating impacts on biodiversity in ecologically sensitive areas. Restoring ecosystems and promoting the sustainability of natural resources through conservation projects in collaboration with relevant sectors. Avoiding deforestation and habitat destruction by implementing measures to mitigate the impacts of the Company's and its partners' activities. Complying with laws and international standards. The Company's biodiversity work is overseen by the Sustainability Policy Committee (SPC), which is responsible for setting strategies and guidelines to ensure that the Company can operate in a manner that is consistent with sustainable environmental conservation.

Noise Pollution and Hearing Care Management

The Company places great importance on safety, occupational health, and the working environment by operating in accordance with laws and international standards to enable employees to work safely, have good health, and reduce risks from hazards at work. The Company complies with national and international safety standards, especially the monitoring and control of noise pollution in the workplace, through key measures, including:

- Preparing a Noise Contour Map every 3 years according to EIA measures to monitor and control noise levels in production processes and machinery.
- Using personal noise dosimeters to monitor noise levels to which employees are exposed and report the results in accordance with labor laws.
- Assessing the risks of noise and chemicals in the Ototoxicants group, which may result in hearing loss.
- Audiograms for at-risk employees by nurses and occupational health physicians.
- Using fit testing technology for noise reduction equipment to ensure that employees can wear hearing protection devices correctly and with maximum effectiveness.

These measures are part of the Company's Hearing Conservation Program, which focuses on preventing occupational health risks, reducing the likelihood of long-term hearing loss among employees, and raising safety and occupational health standards to meet international standards.

Reference link for environmental policy and guidelines : <https://www.bsrc.co.th/en/sustainability>

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : Yes
over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

The Board of Directors' Meeting No. 1/2024, held on Wednesday, January 17, 2024, approved the renaming of the Supervisory Committee from the Environment, Social and Governance Committee to the Sustainability and Corporate Governance Committee. The meeting also approved the improvement of the Supervisory Committee's duties. The Board of Directors' Meeting No. 9/2024, held on Wednesday, August 21, 2024, approved the charter of the Supervisory Committee.

The charter of the Supervisory Committee stipulates that the Supervisory Committee has the following roles, duties, and responsibilities:

- Propose sustainability development and good corporate governance practices to the Board of Directors.
- Supervise the performance of the Board of Directors and management to ensure compliance with the sustainability development guidelines and good corporate governance principles.
- Review sustainability development and good corporate governance practices in comparison with international standards and make recommendations to the Board of Directors for continuous improvement.
- Provided policies on sustainability development and good corporate governance to the Company's Sustainability and Corporate Governance Working Group.
- Perform duties as assigned by the Board of Directors.

In order to be in line with the scope, duties, and responsibilities of the Supervisory Committee as stated in the charter, the Supervisory Committee has considered and established policies, as well as driven management to comply with the sustainability development guidelines and good corporate governance principles.

In 2024, all members of the Supervisory Committee have fully performed their duties as stipulated in the charter, including those assigned by the Board of Directors. The results of the operations have been regularly reported to the Board of Directors for monitoring and evaluation of the performance of the Supervisory Committee in overseeing operations, sustainability, and social and environmental responsibility. The key highlights are as follows:

- The Company has developed sustainability management with the Sustainability Development and Corporate Standards Department reviewing the vision, mission, and proposing the organization's sustainability strategies (Sustainability Strategies) to be in line with the organization's business strategies, which consist of Environmental Care, Efficient Operations, Empathetic and Evolving by Innovation or 4E.
- The Company places importance on reducing greenhouse gas emissions. In this regard, the Company has considered and approved the setting of a Carbon Neutrality target by 2036 and a GHG Net Zero target by 2050 (Scope 1&2). The Company has also adopted the Bangchak Group's greenhouse gas reduction strategy, or BCP-316 net, and established a roadmap to achieve the set targets.
- Considered the sustainability performance of the management, which consists of the Sustainability Policy Committee (SPC) and the Sustainability Management Committee (SMC), such as the materiality assessment, sustainability performance in 2024, and the roadmap for sustainability and corporate governance management and supervision, which are medium- and long-term goals, such as the plan to participate in the Thai Private Sector Collective Action against Corruption (CAC) project, the plan to apply for the Thailand Quality Award, and the assessment by international organizations such as S&P – Global.
- In 2024, the Company received 4 ISO certifications within one year, confirming that the management system is effective and in accordance with international standards. The ISO certifications received are ISO 14001:2015 Environmental Management System, ISO 45001:2018 Occupational Health and Safety Management System, ISO 27001:2022 Information Security Management System, and ISO 50001:2018 Energy Management System.
- The Company has set sustainability goals (UN SDGs Goal) for 2024 in line with the environmental, social, governance, and economic dimensions, which have been approved by the Sustainability and Corporate Governance Committee, as follows:

Environmental dimension, which responds to

- SDG 6 Clean Water and Sanitation: Covering wastewater management and increasing efficiency in the use of limited surface water resources.
- SDG 12 Responsible Consumption and Production: Ensure sustainable consumption patterns, responsible production, and waste management.
- SDG 13 Climate Action: Take urgent action to combat climate change and its impacts to protect the world and create sustainability for future generations.
- SDG 14 Life Below Water: Support ecosystems and prevent impacts from activities or accidents that may affect the marine environment.
- SDG 15 Life on Land: Focus on the conservation and protection of biodiversity and terrestrial natural resources.

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy efficiency is at the heart of Bangchak Corporation (Sriracha Refinery) as energy is a major cost in the oil refining process. Inefficient energy use can impact both the company's operations and the future environment (Disclosure 3-3-a-b). Therefore, the company is committed to developing and adopting advanced technologies, including energy-saving approaches, in all stages of its operations to enhance energy efficiency sustainably. In terms of energy management, the company has implemented the ISO 50001:2018 standard, an international standard for energy management, and has established an energy management policy that aligns with energy conservation goals (Disclosure 3-3-c). In addition, Bangchak Sriracha has established the Sriracha Energy Management System (SEMS) to monitor and evaluate energy consumption continuously, including identifying opportunities for energy use improvement and recommending necessary measures to increase energy efficiency and reduce energy loss (Disclosure 3-3-d). Furthermore, the company is committed to creating a sustainable future with innovations for superior energy. It strives to utilize innovations and modern technologies to create energy balance, including accessible energy prices, energy security, and social and environmental sustainability, as well as establishing a resilient and sustainable energy management system for the future.

The target in 2024 is to be in the top quartile (1st QUARTILE) of the industry group in the Asia Pacific region.

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No
management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2014, the refinery implemented energy conservation projects, resulting in the refinery's Energy Intensity Index (EII) of 82.6 and a total of 5 energy efficiency improvement projects, which reduced energy consumption by more than 230,000 gigajoules and resulted in cost savings of approximately 17 million baht.

Featured Projects (GRI 3-3-e, 302-4)

Energy Reduction Plans or Projects

Steam Distribution System Improvement Project

In line with the company's energy and environmental conservation policy, the Energy Working Group has studied ways to reduce energy costs, especially fuel, which is used to produce heat for the crude oil refining process through a combustion system that heats the furnace. Surveys of various refinery units have also found that the amount of heat energy can be further reduced to prevent energy waste.

Performance

The survey found heat loss points from leaking steam distribution systems and improved a total of 67 points, reducing steam leakage by more than 2,700 tons of steam per year, representing 7,000 gigajoules of energy. This energy reduction is equivalent to 356 tons of carbon dioxide per year.

Waste Heat Recovery Project

Waste heat from the cooling fans in the octane booster unit (CCR) is recovered and used to increase the temperature of the feed, which will reduce the use of external energy for refining.

Performance

This represents a reduction in energy consumption of more than 30,000 gigajoules, which is equivalent to 1,528 tons of carbon dioxide per year.

Project to improve heat exchange equipment between crude oil and high-temperature refined products.

In line with the company's energy and environmental conservation policy, the Energy Working Group has studied ways to reduce energy costs, especially fuel, which is used to produce heat for the crude oil refining process, cleaning heat exchange equipment to increase the temperature of the crude oil before it enters the furnace (Furnace), which can also improve heat exchange efficiency.

Performance

Cleaning of 31 heat exchangers, resulting in an average annual increase in crude oil temperature of 4.5 degrees Celsius, resulting in a reduction in energy consumption of more than 180,000 gigajoules, equivalent to 9,166 tons of carbon dioxide per year.

Furnace Improvement Project in Various Refinery Units

The Energy Working Group has studied ways to reduce energy costs, especially fuel (accounting for 80 percent of total energy costs), which is used to produce heat for the crude oil refining process and combustion systems in furnaces. It has also found that the amount of excess oxygen (Excess O₂) can be further reduced to prevent energy waste.

Performance

Eleven furnaces have been improved, reducing excess oxygen from the furnaces (Excess O₂ reduction) by more than 0.15% over the previous year and reducing energy consumption by more than 14,000 gigajoules, equivalent to 713 tons of carbon dioxide per year.

Air conditioning maintenance project

Split-type air conditioners are energy-consuming equipment that create a working environment for employees. Therefore, in line with the energy conservation policy, air conditioners are cleaned and maintained to make them more energy efficient.

Performance

More than 300 air conditioners have been cleaned and maintained, reducing energy consumption by more than 300 gigajoules.

Energy management: Fuel consumption

| | 2022 | 2023 | 2024 |
|-----------------------------------|------------------|------------------|------------------|
| Fuel oil (Litres) | 436,408.00 | 0.00 | 1,817,322.00 |
| Natural gas (Standard cubic feet) | 3,348,295,329.00 | 3,431,533,592.00 | 3,526,253,831.00 |

Energy management: Electricity consumption

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 11,784,455.00 | 10,180,394.00 | 11,938,280.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 11,784,455.00 | 10,180,394.00 | 11,938,280.00 |

Information on water management

Water management plan

The Company's water management plan : Yes

Water is an essential resource for life and business operations in all industries. Using water from natural sources can pose various risks, including water scarcity, quality degradation, and ecological impacts. Effective water management is therefore crucial for both the environment and the long-term sustainability of businesses. The Company utilizes water resources in key processes such as production and cooling processes, and recognizes the importance of water resources in operations, risks, and impacts from water use (Disclosure 3-3-a-b)

Therefore, the Company analyzes water stress in the Sriracha refinery area, which has been assessed as being at high risk of water problems, according to data from the World Resources Institute's 'Aqueduct Water Risk Atlas' and WWF's 'Water Risk Filter'

(Disclosure 303-1-a-b). Despite the high risk, the Company continues to manage water resources efficiently by using the 3R strategy (reduce, reuse, recycle) and site-specific management strategies by using water conservation technologies and alternative water sources. Most of the water in the production process comes from the seawater desalination unit, followed by recycled water, and uses additional fresh water as needed. These actions help conserve water and energy resources, as well as reduce the impact of drought on nearby communities (Disclosure 303-1-c). In addition, the Company manages water jointly with government agencies, industry, water user groups, communities, and relevant stakeholders to gather feedback through various channels to ensure effective and sustainable water management.

The target in 2024 and 2025 is for the quality of wastewater to meet the standards set by law.

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

| Target(s) | Base year(s) | Target year(s) |
|--------------------------------|--------------|-----------------------|
| Reduction of water withdrawal | 2018 | 2024 : Reduced by 30% |
| Reduction of water consumption | 2018 | 2025 : Reduced by 30% |

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Performance in 2024

- Raw water (Surface Water) consumption per production capacity decreased from the total water demand compared to the base year 2018 by 48%.
- Wastewater quality meets the standards prescribed by law 100% (No Environmental Compliance Incident; ECI).

Featured Project

Water Reduction Plans or Projects in 2024

Strategy: Water management with modern tools/technology

Innovation from the demineralized water production unit from seawater and the reverse osmosis system produces demineralized water for use in the steam production process, which can replace the need for water from surface water sources.

Performance

The Seawater Desalination and Reverse Osmosis Unit can reduce the need for fresh water by approximately 1.3 million cubic meters per year.

Project to reduce blowdown water discharge from the boiler in the production process.

This is another important way to increase the efficiency of water resource utilization within the factory. The company has expanded the scope of electrical conductivity control in boilers from the original 500 microsiemens per centimeter to 600 microsiemens per centimeter, which significantly reduces the amount of blowdown water discharge. This improvement has resulted in a significant reduction in water and energy loss in the production process. It also helps reduce operating costs while using water resources efficiently and sustainably.

Performance

Can reduce water consumption by 0.11 million m³/year.

Project to reuse good quality condensate water from the production process to replace water for the boiler.

This is another important measure to increase the efficiency of water resource management. By bringing good quality condensate water that still has a high temperature back into the boiler system, it reduces the need to use new water and energy for water heating. This project not only helps to conserve water and energy resources but also promotes cost reduction in operations and increases the efficiency of the boiler system.

Performance

Can reduce water consumption by 0.93 million m³/year.

Project to bring water from the Sour Water Stripper system back to replace tap water in the production process of various units.

Desalter-2, GOHF, FCCU, and Flare Seal Drum are another way to increase the efficiency of water use within the plant. This operation helps reduce the use of tap water from outside while maximizing the circulation of water resources within the plant. This results in reduced water costs and environmental impacts from the use of new water in the production process.

Performance

Can reduce tap water consumption by 0.42 million m³/year.

Water Management in Collaboration with External Organizations/Agencies and Stakeholders (Disclosure 303-1-c)

The company, together with organizations, agencies, and external stakeholders, promotes awareness and care for water and marine resources, such as organizing the "Let's Help...With Love" activity in collaboration with agencies and communities in the Sriracha district. Activities include building fish houses from natural materials and collecting garbage along the beach to enhance the balance of the ecosystem and maintain the cleanliness of the sea.

Water Pollution Management (Disclosure 303-2)

The company places great importance on the wastewater treatment process. Since the refining process generates wastewater that needs to be treated before being discharged outside the refinery, the wastewater treatment process covers the removal of suspended solids, hydrocarbons, and various particles from the water generated from the production process, including biological treatment for wastewater from the refinery. The company has designed a highly efficient wastewater management system to ensure that the quality of the discharged water meets the standards set by law. The company's wastewater treatment system consists of several parts to separate oil from water, such as an oil removal tank, an oil separator, and an air flotation unit before the water enters the treatment process in the Activated Sludge (AS) system and undergoes final treatment in the maturation pond. In addition, wastewater quality is monitored, covering various parameters such as pH, temperature, Chemical Oxygen Demand (COD), Biological Oxygen Demand (BOD), Total Suspended Solid (TSS), oil and grease, including heavy metals. In addition, the Company has installed a COD Online system to control the quality of water discharged from the aeration pond. The system will send signals to the control room in real-time to monitor and reduce the risk of discharging substandard wastewater outside the refinery. The company has also recruited personnel with expertise and experience in controlling the wastewater treatment system continuously.

Water management: Water withdrawal by source

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total water withdrawal (Cubic meters) | 15,446,807.33 | 15,808,278.02 | 15,951,776.55 |
| Water withdrawal by third-party water (cubic meters) | 280,869.00 | 256,218.00 | 214,910.00 |
| Water withdrawal by seawater (cubic meters) | 15,165,938.33 | 15,552,060.02 | 15,736,866.55 |

Water management: Water discharge by destinations

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total wastewater discharge (cubic meters) | 14,930,081.16 | 15,487,630.60 | 15,622,918.26 |
| Wastewater discharged to seawater (cubic meters) | 14,930,081.16 | 15,487,630.60 | 15,622,918.26 |

Water management: Water consumption

| | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Total water consumption (Cubic meters) | 516,726.17 | 320,647.42 | 328,858.29 |

Information on waste management

Waste management plan

The company's waste management plan : Yes

Waste and Scrap Management

Waste management is a critical issue, both in terms of efficient resource utilization and strict compliance with environmental regulations. Without proper management, waste can have detrimental effects on the environment and surrounding communities, such as contamination of water sources or soil, as well as resource depletion. Effective waste management not only helps reduce operating costs but can also increase resource efficiency and minimize environmental impacts sustainably. The Company is committed to minimizing waste throughout the supply chain that may cause environmental impacts, such as from production processes, maintenance activities, and other activities, while maximizing resource utilization. The Company adheres to the 3Rs principle of waste management: Reduce waste by using resources efficiently, Reuse waste, and Recycle waste. In addition, the Company strictly complies with Thai and international standards and disposes of waste only at authorized facilities. The Company monitors waste from within the factory to the disposal process continuously. The Company also prioritizes raising awareness and understanding among employees and stakeholders in the waste management process, emphasizing the sources of waste, proper and safe handling methods for each type of waste, waste segregation based on risk, and appropriate hazardous waste management. Furthermore, to ensure efficient waste management from upstream to downstream, the Company has a procurement process for selecting authorized and legally compliant waste disposal contractors. The Company also conducts inspections of the contractors' operating sites to ensure compliance with standards.

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

| Target(s) | Base year(s) | Target year(s) | Waste management methods |
|--|--------------|----------------------|---|
| Reduction of waste generation Waste type: Hazardous waste | - | 2024 : Reduced by 0% | <ul style="list-style-type: none">• Reuse• Recycle• Incineration with energy recovery |

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

Amount of waste from the production process in 2024

- Hazardous Waste: 3,045.88 tons, accounting for 72%
- Non-Hazardous Waste: 1,189.45 tons, accounting for 28%

Waste management from the production process according to the 3Rs principle of the total amount of waste

Year 2024: 100%

Year 2023: 93%

Year 2022: 93%

No amount of waste is disposed of by incineration without Energy Recovery and landfilling (excluding Recycle or Reused or incineration for Energy Recovery).

Note: Only waste within the refinery

Plans or projects to reduce waste under 3R

Reuse: Return packaging (IBC) to the manufacturer for reuse.

Performance: A quantity of 33 tons, or 1% of the total waste volume.

Recycle: Separate metal from the maintenance process for other uses.

Performance: A quantity of 1,384 tons, or 33% of the total waste volume.

Recovery: The recovery and reuse of precious metals such as platinum remaining in production waste (Regeneration Catalyst) is a key approach to efficient resource management. It focuses on both maximizing resource utilization and minimizing environmental impacts in a balanced manner.

Performance: A total quantity of 2,757 tons, or 65% of the total waste volume. A total quantity of 2,757 tons, or 65% of the total waste volume.

Others method: Physico-chemical treatment for wastewater

Performance: A total quantity of 61 tons, or 1% of the total waste volume.

Waste management: Waste Generation

| | 2022 | 2023 | 2024 |
|---------------------------------------|--------------|--------------|--------------|
| Total waste generated (Kilograms) | 2,780,740.00 | 3,789,428.00 | 4,235,328.00 |
| Total non-hazardous waste (kilograms) | 173,385.00 | 250,820.00 | 1,189,450.00 |
| Total hazardous waste (kilograms) | 2,607,355.00 | 3,538,608.00 | 3,045,878.00 |

Waste management: Waste reuse and recycling

| | 2022 | 2023 | 2024 |
|---|--------------|--------------|--------------|
| Total reused/recycled waste (Kilograms) | 2,591,903.00 | 3,501,877.00 | 4,173,618.00 |
| Reused/Recycled non-hazardous waste (Kilograms) | 110,920.00 | 179,100.00 | 1,189,450.00 |
| Reused/Recycled hazardous waste (Kilograms) | 2,480,983.00 | 3,322,777.00 | 2,984,168.00 |

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Climate Change Management

As climate change and greenhouse gas emissions are critical issues that all industries prioritize, the company recognizes the risks and impacts of these issues on its business operations, the environment, and surrounding communities (GRI 3-3-a-b). Therefore, it has set targets in line with the Paris Agreement and the United Nations Sustainable Development Goals (SDG 13), aiming for the company to achieve carbon neutrality by 2036 and net-zero greenhouse gas emissions from operations (Scope 1 and 2) (GHG Net Zero) by 2050 (GRI 3-3-c). A greenhouse gas reduction plan is incorporated into the medium-term business plan, which is updated annually. The development plan will be based on the Bangchak Group's strategy or the BCP Net strategy. Moreover, the company utilizes the Task Force on Climate-Related Financial Disclosures (TCFD) (GRI201-2) framework to assess climate change risks and opportunities in both the short and long term. This encompasses physical risks such as drought, heat, coastal flooding, and transition risks, including policy and legal risks, technological risks, market risks, and reputational risks. It also includes opportunities related to climate, such as improving energy efficiency, options for transitioning to lower-emission energy sources, and new technological innovations that help reduce greenhouse gas emissions. The company utilizes both qualitative and quantitative climate-related scenario analysis, considering physical scenarios such as SSP1-2.6 (average temperature increase below 2°C) and SSP5-8.5 (average temperature increase above 2°C), and transition scenarios based on the IEA World Energy Outlook 2023. These scenarios help the company understand the potential physical impacts of climate change.

Climate Governance

The company has established a climate change governance structure as part of its sustainability operations. The Sustainability and Corporate Governance Committee (SCGC) oversees climate risks and opportunities, monitors implementation, and continuously reviews development approaches. It proposes these to the Board of Directors and receives policies while monitoring the direction of sustainability work from the Sustainability Policy Committee (SPC). The SPC is responsible for setting directions, policies, and strategies for sustainable business development and communicating operational directions to the Sustainability Management Committee (SMC). The SMC drives sustainability operations in accordance with policies and key strategies, proactively manages risks, and promotes operations that align with stakeholder expectations. It also serves as the primary working group for reducing greenhouse gas (GHG) emissions. The Refinery Initiative & Net Zero Team (RINZT) supports these efforts to align with the goals of carbon neutrality and net-zero greenhouse gas emissions. Further information can be found in the 2023 Task Force on Climate-Related Financial Disclosures (TCFD) report.

Climate Change Strategies and Action Plans

To achieve the goal of Carbon Neutrality by 2036 and the goal of reducing greenhouse gas emissions from operations (Scope 1 and 2) to net zero (Net Zero GHG Emissions) by 2050, the company has an operational plan according to the BCP Net strategy as follows:

B: Breakthrough Performance

This strategy focuses on improving the company's operational efficiency, reducing energy consumption, and reducing carbon dioxide emissions, including various measures to reduce greenhouse gas emissions. In 2023, various projects were implemented, such as the reuse of waste heat, the maintenance of steam traps, and the improvement of the steam distribution system. In addition to reducing energy consumption, which reduces carbon dioxide emissions, the organization has also adjusted equipment operating conditions to reduce the amount of heavy hydrocarbons in fuel gas to further reduce carbon dioxide emissions.

C: Conserving Nature and Society

This strategy focuses on offsetting the company's carbon dioxide emissions by supporting natural carbon sequestration projects, including tree planting, forest restoration, and peatland conservation, to absorb greenhouse gas emissions. The company continues to support the operations of the Bangchak Group by focusing on carbon offsetting guidelines, including carbon credit standards and certification regulations, to align with the group's policies and prepare for future changes with stability and sustainability.

P: Proactive Business Growth and Transition

This strategy focuses on transitioning the company's business towards clean energy sources to reduce greenhouse gas emissions. This includes investing in renewable energy projects, developing new biofuels, expanding the electric vehicle charging station network, and utilizing other advanced technologies. The company is studying the feasibility of increasing the proportion of hydrogen energy used in fuel furnaces, including equipment that generates electricity from waste heat, to reduce greenhouse gas emissions. It is also preparing for carbon capture technologies and exploring the feasibility of businesses that utilize greenhouse gases to manufacture products in the future.

NET: Net Zero Ecosystem

This strategy focuses on creating a sustainable ecosystem within society to prepare for the Carbon Neutral goal by 2036 and NET ZERO by 2050. The company has coordinated its strengths with those of the Bangchak Group through business synergy in various dimensions to enhance efficiency and maximize the utilization of existing potential, both in terms of technology and expertise. This approach emphasizes increasing energy efficiency in production processes, using resources efficiently and sustainably, along with engaging and creating value for the community. This reflects the commitment to creating a positive impact on the environment, economy, and society through operations driven by concrete strategies. The company not only focuses on supporting the growth of its subsidiaries but also plays a vital role in driving the country towards a sustainable low-carbon economy in the long term. Furthermore, the company has demonstrated its clear commitment by becoming a member of the Carbon Markets Club and the Thailand Carbon Neutral Network (TCNN), reinforcing its intention to be a part of the solution to climate change sustainably.

Compliance with principles and standards for greenhouse gas or climate change management

| | | |
|--|---|---|
| Principles and standards for greenhouse gas or climate change management | : | Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases |
|--|---|---|

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year | Certification |
|-------------------------------|---|---|---|--|
| Scope 1-2 | 2019 : Greenhouse gas emissions 1.00 tCO ₂ e | 2024 : Reduced by 21.00 tCO ₂ e in comparison to the base year | 2050 : Reduced by 100% in comparison to the base year | <ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) : Net zeroScience-based Targets (SBTi) : None |

Setting carbon neutrality targets

Details of setting carbon neutrality targets

| Greenhouse gas emission scope | Base year(s) | Target year(s) | Certification |
|-------------------------------|---|--|---|
| Scope 1-2 | 2019 : Greenhouse gas emissions 1.00 tCO ₂ e | 2036 : Reduced by 21.00 tCO ₂ e | <ul style="list-style-type: none">Thailand Greenhouse Gas Management Organization (TGO) |

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company is committed to mitigating the impacts of climate change through comprehensive operations in all dimensions, from target setting, strategy development, risk management, to the adoption of modern technologies and innovations. These efforts help enhance business sustainability and meet stakeholder expectations, while truly supporting the sustainable development of the world.

Greenhouse gas management : Corporate greenhouse gas emission

| | 2022 | 2023 | 2024 |
|---|--------------|------------|---------------|
| Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent) | 1,066,498.71 | 969,500.15 | 26,138,307.66 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | 1,060,607.66 | 964,189.60 | 1,131,248.39 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | 5,891.05 | 5,310.55 | 5,250.55 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) | N/A | N/A | 25,001,808.72 |

Greenhouse gas management: Verification of the company's greenhouse gas emissions over the

past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : ECE Co., Ltd.

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Quality Management (GRI 3-3)

Target 2024

- Emissions from stacks comply with regulatory standards.
- Flare minimization: 2.1 megatons
- Zero air pollution complaints (No compliant)

Performance 2024

- Air quality measured by a third party is within the defined standard at 100%.
- Flare minimization: 2.1 megatons
- Zero air pollution complaints (No compliant)

Air Quality Management Plans or Projects for 2024

The Company has implemented Continuous Emission Monitoring Systems (CEMs) for all three gas turbine power generation units (GTG/HRSG). These systems provide real-time data transmission, enabling the Company to monitor and control air quality continuously and promptly. The installation of CEMs enhances the efficiency of gas emission control from the production process and supports operations in compliance with environmental standards. This reflects the Company's commitment to transparent air quality management and building confidence among communities and all stakeholders.

Oil Spill Management

The Company prevents oil spills from operations by prioritizing risk management, meticulous and controlled operations, and the capacity to contain spills before they reach the environment. However, in the event of an unexpected incident, the Company has established robust procedures to manage potential impacts from spills, including spills into water sources or onto the ground. The Company has contracted and has access to a global emergency response team, such as Oil Spill Response Limited (OSRL), which includes skilled personnel and emergency response equipment. The Company conducts joint emergency drills among departments, including support teams from the head office. This preparedness enables the Company to respond effectively to emergencies to help protect the safety of people, communities, and the environment. In 2024, the Sriracha Refinery conducted two oil spill drills, covering all stages from equipment inspection and maintenance, personnel training, and conducting spill response drills. This enables us to respond quickly and comprehensively to minimize impacts on communities and the environment.

Target 2024-2029

- There were no significant oil or chemical spills into the environment.

2024 Performance

- There were no significant oil or chemical spills into the environment.

Note: Reportable spills are spills exceeding 1 barrel.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Number of cases or incidents of legal violations or negative environmental impact (cases) | 0 | 0 | 0 |

3.4 Social sustainability management

3.4.1 Social policy and guidelines

| | | |
|---|---|--|
| Social and human rights policy and guidelines | : | Yes |
| Social and human rights guidelines | : | Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights |

Corporate Social Responsibility Program

The company works closely with the communities in which we operate, fostering relationships through a strategy focused on safety, environmental care, and community development. Our goal is to support, prevent, resolve issues, and respond to the expectations of the community and society, with awareness of the potential impacts (Disclose 413-2). Key focus areas include: Safety – Ensuring the safety of our production processes and operations in surrounding communities, as well as promoting good health among community members, Environment – Implementing effective environmental management measures to maintain a healthy environment and encouraging communities to recognize the value of natural resources and environmental sustainability, and Community Development – Supporting education to foster youth development, creating opportunities, strengthening the local economy, and organizing beneficial activities for the community regularly. Additionally, the company places great importance on human rights related to community interactions.

Human Rights Practices

The company is committed to respecting human rights and strictly complying with all laws and regulations. Employees, officers, and board members are expected to adhere to applicable laws and regulations. Furthermore, we seek to collaborate with business partners who share our commitment to human rights. Our human rights responsibility is reinforced through business conduct standards and labor and workplace policies. The company supports the 1998 International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, particularly in eliminating child labor, forced labor, and workplace discrimination. Our human rights approach aligns with the United Nations (UN) Guiding Principles on Business and Human Rights, ensuring that our business operations uphold global human rights standards.

Employee Care

The company cares for its employees under the 100X Happiness strategy, promoting work practices in line with the corporate values of I AM BSRC. The company emphasizes talent attraction and retention, as well as career development and career path growth, to meet employees' career advancement needs while aligning with business plans across all dimensions—economic, environmental, and human rights impacts. This approach supports the goal of becoming a sustainable growth organization through a structured framework, clear objectives, and continuous operations.

Customers

1. Establish fair treatment guidelines for customers, including verbal and physical expressions, as well as being mindful of physical contact or other interactions.
2. Implement preventive measures for the following concerns:
 - Sexual harassment or other serious threats affecting customers
 - Protection of customer personal data (including collection, access, and usage).
 - Prevention of child or women's rights violations in advertisements, promotions, or corporate activities.

Practice for Trade Credit Management

BSRC places priority on maintaining equality and integrity in its relationships with customers, one of the Company's stakeholders. A Policy and guidelines for managing trade credit have been established, appropriately aligning with customers' business and industry standards and practices. They aim to manage trade credit efficiently and considering various risk factors related to potential problematic debts and bad debts. Credit scoring is used to determine credit limits, taking into account both quantitative and qualitative factors. Specific guidelines exist for determining trade credit terms, which depend on the business' cash cycle and the types of products. The credit period does not exceed 120 days, remaining competitive and aligned with market practices.

Safety and Occupational Health

Safety and occupational health are critical issues in the petroleum industry, given the risks of workplace accidents, production, transportation, and distribution processes. These risks impact various stakeholders, including workplace injuries, occupational illnesses, surrounding communities, business disruptions due to incident responses, and environmental pollution. To address these concerns, the company has established safety and health policies for employees and contractors, ensuring compliance with local laws and international standards such as the Operational Excellence Management System (OEMS). In 2024, the company achieved ISO 45001:2018 certification and aligned its operations with Process Safety Management (PSM). The company implements a strategic approach to safety, occupational health, and environmental values, including:

- No One Gets Hurt – Ensuring a zero-injury workplace (ISO 45001).
- Everybody Stays Healthy – Prioritizing health and safety for all employees (ISO 45001).
- Enhancing Process Safety and Reliability Management System – Strengthening safety and reliability in production processes

The company has established various committees, such as the OEMS Committee, Contractor Safety Committee, Safe Operation Committee, Risk Assessment and Management Committee, and SHE (Safety, Health, and Environment) Committee, responsible for policy formulation, review, recommendations, resource allocation, and promoting continuous and sustainable improvements in safety and occupational health management. Key measures include: Risk assessments to identify and mitigate potential hazards, Employee and contractor training on unsafe behaviors and prevention methods, Internal safety inspections, such as workplace safety walkthroughs and monthly safety review meetings, Incident analysis and prevention, particularly regarding work at heights, with short-term and long-term corrective plans to prevent recurrence, and Operational Excellence Management System and Reliability Management System for managing personal and process safety, occupational health, and environmental impact, fostering a sustainable safety culture.

Reference link for social and human rights policy and guidelines : <https://www.bsrc.co.th/storage/document/sustainability/bsrc-social-dimension.pdf>

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

In 2024, all Committee Members have fully performed their duties as stipulated in the Charter and as assigned by the Board of Directors and summarized implementation results for the Board of Directors regularly to monitor and evaluate the performance in terms of corporate governance, sustainability, and social and environmental care. In summary, the key points are as follows:

The Company has set UN SDGs Goal for 2024, in line with the environmental, social, governance and economic dimensions, which have been approved by the Sustainability and Corporate Governance Committee as follows:

Social dimension in response to

- SDG 3: Good Health and Well-being, Care for safety and health by reducing risks that affect safety and health, whether from personal hazards or accidents from operations.
- SDG 5: Gender Equality, emphasize on equality and eliminating discrimination and unfair treatment arising from inequality.
- SDG 8: Decent Work and Economic Growth, promote continuous and sustainable economic growth, fair employment and provide job opportunities for disable persons.
- SDG 11: Sustainable Cities and Communities, promote good relations with the community to create stable and sustainable local development.

Governance and economy dimension in response to

· SDG 16: Peace, Justice and Strong Institutions, promote corporate governance in accordance with international principles for sustainability development. · SDG 17: Partnerships for the Goals, encourage cooperation with partners and stakeholders at all levels to achieve sustainability development goals.

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Human Rights Practices

The company promotes the respect of human rights seriously and is committed to complying with all applicable laws and regulations. The company expects its employees, officers, and directors to adhere to the laws and regulations in place and strives to work with partners and business associates who share responsibility for human rights within the company. Human rights responsibilities are supported by the company's business operating standards and statements on labor and workplace conditions. The company's policy reinforces support for the principles of the 1998 International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, particularly the elimination of child labor, forced labor, and workplace discrimination. Our human rights approach aligns with the goals of the United Nations (UN) Guiding Principles on Business and Human Rights.

HRDD process diagram

ขั้นตอนการดำเนินการ / กระบวนการ

| Policy commitment | Human Rights impact self-Assessment | Access to Remedy | Human Rights Due Diligence | Performance Tracking & Reporting |
|---|--|---|---|--|
| <p>- นโยบายเกี่ยวกับการคุกคามผู้อื่นในสถานที่ทำงาน และการให้โอกาสในการจ้างงานอย่างเท่าเทียมกันครอบคลุมตลอดห่วงโซ่อุปทาน เพื่อเป็นแนวทางปฏิบัติให้แก่คณะกรรมการผู้บริหาร และพนักงาน</p> <p>เผยแพร่ผ่าน: BSRC Website,</p> <p>จัดทำตามแนวปฏิบัติ</p> <ul style="list-style-type: none"> - สันับสนุนหลักการของปฏิญญาองค์การแรงงานระหว่างประเทศ พ.ศ. 2541 - มีการทบทวนทุกปี | <p>- ประเมินผลกระทบ ในทุกขั้นตอนของการดำเนินธุรกิจที่ส่งผลกระทบต่อสิทธิมนุษยชน</p> <p>- ทบทวนกระบวนการเพื่อปรับปรุงและลดโอกาสในการละเมิดให้น้อยที่สุด</p> <p>หมายเหตุ: ทำการประเมินทุกปี</p> | <p>- กำหนดกลไกเยียวยา เมื่อเกิดผลกระทบเชิงลบด้านสิทธิมนุษยชน</p> <p>- ใช้กระบวนการมีส่วนร่วม กับผู้มีส่วนได้เสียในกรณีที่ต้องการการเยียวยา</p> <p>หมายเหตุ : ทบทวนทุกปี</p> | <p>- ตรวจสอบด้านสิทธิมนุษยชนอย่างรอบด้าน</p> <p>เผยแพร่ผ่าน: BSRC Website</p> | <p>- ติดตามผลการดำเนินการ</p> <p>- รายงานต่อผู้บริหารและเปิดเผยต่อผู้มีส่วนได้เสีย</p> <p>เปิดเผยผ่าน : BSRC Website</p> |

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by the Company in the past year : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

- Paying employees fairly
 - The company compares with other companies in the same industry every year through a consulting company regarding employee compensation to ensure that compensation is at a competitive level and able to retain employees.
- Employee training and development

- Supervisors and employees will have One-on-One session throughout the year in order to receive feedback for continuous development of employee potential including planning for employee training each year.
- Promoting employee relations and participation
 - The company holds employee committee meetings every 90 days to discuss problems and find solutions to make the work environment of employees better to promote relationships and engagement with the organization
 - The company has various activities for employees to participate, such as off-site meetings, Business Outings, social activities, and various clubs according to the preferences of employees
- Migrant/foreign workers
 - There is no policy to hire foreign workers
- Child labor
 - There is no policy to hire child labor
- Workplace Safety and Occupational Health

Personal Safety Management

The company applies the Behavior-Based Safety (BBS) approach to manage personal safety. BBS focuses on encouraging employees and contractors to identify risks and implement corrective actions on their own. This method emphasizes personal behavior, tools, the workplace environment, work systems, and the improvement of knowledge and skills.

The company's safety and occupational health management approach has yielded positive results, fostering a work environment where the primary objective is zero workplace injuries. A key factor in achieving a risk-free work environment is empowering all employees to intervene and raise concerns whenever they observe unsafe actions. Every employee has the authority to warn or stop work if they encounter unsafe conditions or behaviors. Employees are also encouraged and supported in actively listening to suggestions on improving workplace safety.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|-------------------------|--------------|---|
| • Others : Recruitment | Recruitment | - | 2024: Hiring plan of 44 employees |
| • Promoting employee relations and participation | Voluntary turnover rate | - | 2024: The voluntary turnover rate does not exceed 5%. |

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

In 2024, the Company accomplished 44 targeted hires and had a voluntary turnover rate of less than 5%.

Employee and labor management: Employment

Hiring employees

| | 2022 | 2023 | 2024 |
|----------------------------|------|------|------|
| Total employees (persons) | 530 | 594 | 488 |
| Male employees (persons) | 417 | 446 | 393 |
| Female employees (persons) | 113 | 148 | 95 |

Employment of workers with disabilities

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total employment of workers with disabilities (persons) | N/A | N/A | 6 |
| Total number of workers who are not employees with disabilities (persons) | N/A | N/A | 6 |
| Contributions to empowerment for persons with disabilities fund | Yes | Yes | No |

Employee and labor management: Remuneration

Employee remuneration

| | 2022 | 2023 | 2024 |
|------------------------------------|------------------|------------------|------------------|
| Total employee remuneration (baht) | 1,354,834,825.63 | 1,466,442,444.37 | 1,230,331,040.17 |

Employee and labor management: Employee training and development

Employee training and development

| | 2022 | 2023 | 2024 |
|--|------|--------|--------------|
| Average employee training hours (hours / person / year) ⁽¹⁾ | N/A | 165.00 | 141.00 |
| Training and development expenses for employees (baht) ⁽²⁾ | N/A | N/A | 1,900,000.00 |

Remark : ⁽¹⁾ Training hours for 2024 are based on details from the Company's Training Tool, while for 2022 and 2023 based on ExxonMobil's Career Connect system.

⁽²⁾ Training costs from SAP system included outside and in-house training, which is mostly legal training required for refinery employees.

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of lost time injury incidents by employees (cases) | 0 | 0 | 0 |

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

| | 2022 | 2023 | 2024 |
|--|------|------|------|
|--|------|------|------|

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Total number of employee turnover leaving the company voluntarily (persons) | 29 | 10 | 6 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 19 | 8 | 4 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 10 | 2 | 2 |
| Proportion of voluntary resignations (%) | 5.47 | 1.68 | 1.23 |
| | 2022 | 2023 | 2024 |
| Evaluation result of employee engagement | Yes | Yes | Yes |

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Employee committee, Labor union

Information about customers

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

- Responsible production and services for customers
 - The Company offers Euro 5 standard oil products to customers. In terms of services, the Company has set service standards at service stations and regularly inspects service standards to ensure that customers receive consistent service quality at all service stations they visit.
- Communication of information regarding the impact of products and services to customers/consumers
 - The Company collaborates with Bangchak Corporation Public Company Limited to communicate information about products, including promotional offers, to consumers through various media channels, both offline and online, on an ongoing basis.
- Customer satisfaction development and relationship enhancement
 - The Company listens to suggestions, complaints, and feedback through the customer service center at 1651, communication through the Area Manager and Territory Manager and online satisfaction surveys. This allows the Company to address complaints and implement improvements to enhance the satisfaction of customers who use the company's site services.
- Protection of customers' personal data
 - The Company ensures the protection of customers' personal data in accordance with the standards of the Personal Data Protection Act, with a privacy policy published on the website [bsrc-policy-data-protection-en.pdf](#).

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

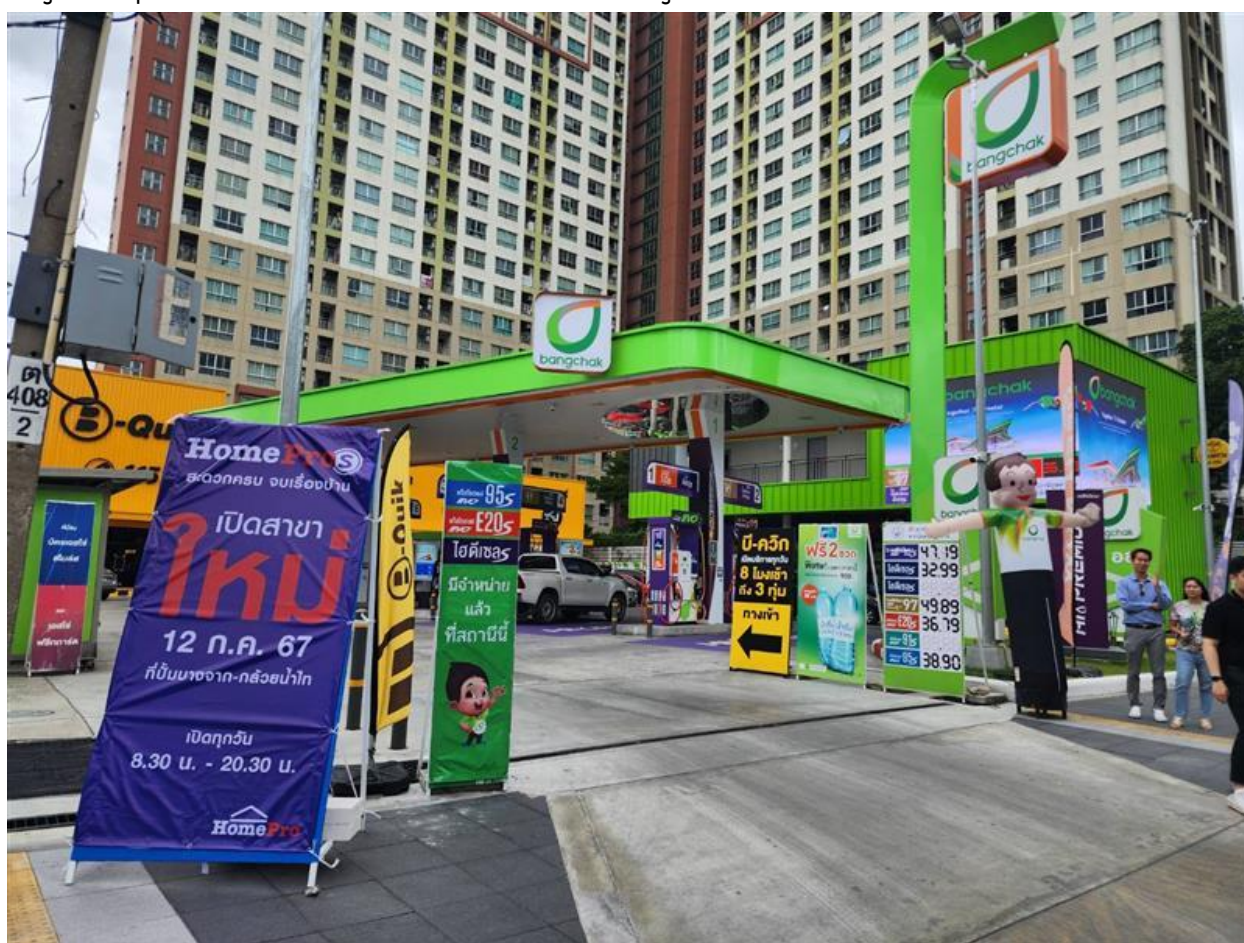
| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|-----------------------|--------------|--|
| <ul style="list-style-type: none"> Development of customer satisfaction and customer relationship | Customer Satisfaction | - | 2024: The customer satisfaction evaluation result for retail sales through service stations in 2024 of 4.74 out of 5.00. |

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The customer satisfaction evaluation result for retail sales through service stations in 2024 is 4.74 out of 5.00.

Diagram of performance and outcomes of customer management











Customer management: Customer satisfaction

Customer satisfaction

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Information on community and society

Community and social management plan

| | | |
|--|---|---|
| Company's community and social management plan | : | Yes |
| Community and social management plan implemented by the company over the past year | : | Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality |

Corporate Social Responsibility (CSR) Program

Our company works closely with the communities in which we operate, fostering relationships through strategies that prioritize safety, environmental care, and community development. These efforts aim to support, prevent, resolve issues, and respond to the expectations of communities and society while acknowledging potential impacts on them (Disclose 413-2). Key focus areas include:

Safety: Ensuring safety in production processes and company operations for surrounding communities and society, along with promoting good health within the community.

Environment: Implementing effective environmental management measures to maintain a healthy environment and encouraging sustainable awareness of natural resources and environmental conservation within the community.

Community Development: Supporting education for youth development, creating opportunities, strengthening the community's economy, and regularly organizing beneficial activities for the community.

Additionally, the company places importance on and considers human rights issues related to the community.

Community Relations and Neighboring Care

As oil refineries and storage facilities are key operational areas for the company (Disclosure 413-1), community relations efforts classify nearby residents into 10 community groups. This ensures tailored responses to their specific needs and expectations while emphasizing human rights and equality. The key community expectations are categorized as follows:

1. Quality of life development
2. Support for community activities
3. Health promotion
4. Natural resource and environmental conservation
5. Safety

The company has therefore established community relations strategies and activities that address fundamental needs and daily necessities, based on human rights and equality principles—both in terms of entitlement and protection from rights violations.

2024 Community Relations Strategic Goals

1. Community engagement assessment: > 65%
 2. Trust assessment: > 65%
 3. Friendliness assessment: > 65%
 4. Usefulness assessment: > 65%
 5. Broad community complaints: 0 cases
 6. Satisfaction with participation in community engagement activities: > 65%
- Organizing relevant and ongoing activities tailored to the community's needs, grounded in human rights and equality principles.
 - Communicating in an accessible, sincere, clear, appropriate, and continuous manner.

Setting community and social management goals

Does the company set community and social management : Yes
goals

Details of setting community and social management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|---|--|--------------|------------------------|
| <ul style="list-style-type: none"> • Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Water and sanitation management • Reducing inequality | <ul style="list-style-type: none"> - The assessment of community engagement - Satisfaction with participation in community engagement activities - Assessment results of confidence/trust - Assessment results of friendliness - Assessment results of usefulness/helpfulness | - | 2024: Greater than 65% |
| <ul style="list-style-type: none"> • Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Water and sanitation management • Reducing inequality | Broad community complaints | - | 2024: 0 cases |

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

2024 Performance Results

- Estimated Population of 10 Communities: 41,018 households
 - 3 communities: 3,468 households
 - 7 communities: 37,550 households
- Social Investment: 4.5 million THB (Development/Budget Donations)
 - Development budget: 1.2 million THB

- Donation budget: 3.3 million THB

The company has received evaluations in four key aspects: friendliness, usefulness, trust, and engagement.

There were no community-wide complaints, and the company received high satisfaction ratings from participants in its community relations activities.

Community Communication

The company has a stakeholder engagement plan and has established appropriate communication channels for various groups living near the oil refinery and storage facilities. The communication initiatives include:

- Community relations staff conducting field visits and direct phone calls
- Quarterly newsletters ("Across the Fence") delivered to all households in the 10 communities surrounding the refinery
- Community engagement activities designed to meet local needs and continuously reach target groups
- LINE group chat with community leaders around the refinery and storage facilities
- Community notice boards for announcements
- Government agency communication, including collaboration with Laem Chabang Municipality

Education Initiatives

Scholarship Ceremony: The "Bangchak Sriracha Refinery and Employee Education Fund" granted 130 scholarships, totaling 504,000 THB, to underprivileged students with good conduct in Si Racha District, from primary to high school levels.

STEM Education Support

The company believes that science, technology, engineering, and mathematics (STEM) are essential not only for economic growth but also for solving social and environmental issues.

In 2024, the company funded 100,000 THB to support the Space Innovator Camp, organized by the Geo-Informatics and Space Technology Development Agency (GISTDA). This initiative provided youth with hands-on experience in space technology and geoinformatics, fostering creativity and integrated learning under STEM principles. It also encouraged young people to apply their knowledge to environmental solutions and understand the role of satellites in natural resource conservation.

Women's Skill Development

The company believes that when women have income opportunities, they reinvest in health, education, and family well-being, creating a positive multiplier effect on society. In 2010, the company established the Women's Vocational Training Center to serve as a hub for training, marketing guidance, and community sales platforms. The center is co-managed by Laem Chabang Municipality, company executives, and community leaders from 10 participating communities near the Bangchak Sriracha Refinery and Oil terminal. It has produced well-known local products, including traditional crispy toffee, woven rope baskets, and batik fabric, which have become signature souvenirs of the district.

Volunteer English Teaching Program

Launched in 2002, this initiative encourages employees to share their English language skills with local students. Every week, company employees teach Grade 7 students at Wat Laem Chabang School, enhancing their speaking, reading, writing, and listening skills while making English learning enjoyable.

Land and Housing Impact Mitigation

In addition to its commitment to environmentally responsible operations, the company actively supports community environmental education and conservation projects across Thailand.

- Artificial Fish Habitats: The company uses natural materials to create fish houses, providing marine life with safe habitats.
- Marine Conservation: Over 500,000 aquatic species have been released into the sea to restore marine biodiversity.
- Beach Cleanups: The company organizes coastal waste collection activities to help protect the environment.

Handling Complaints

In 2024, there were no widespread complaints or significant grievances. The refinery and oil depot have proactive complaint management measures in place to prevent and minimize potential issues, ensuring concerns are addressed efficiently at all levels.

Diagram of performance and outcomes in community and social management





Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| | | | |

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of cases or incidents of significant legal or social and human rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

The average Dubai crude oil price in 4Q 2024 declined by \$4.86/BBL QoQ, pressured by an increasing crude oil supply amid weak global oil demand, especially from China. Economic data indicates that China's economy has yet to recover, and issues in the real estate sector remain unresolved. Both OPEC and the International Energy Agency (IEA) have continuously revised down their global oil demand forecasts. Meanwhile, OPEC+ has decided to delay its oil production increase plan, originally scheduled for January 2025, to April 2025 due to sluggish oil demand. Additionally, the market has reduced concerns about potential crude oil supply shortages resulting from conflicts in the Middle East, after Israel and Hezbollah reached a temporary ceasefire agreement in mid-November. The average Dubai crude oil price in 2024 declined by \$2.51/BBL compared to 2023.

The average Dated Brent-Dubai spread (DTD-DB) in 4Q 2024 decreased by \$0.74/BBL QoQ, with Brent crude prices pressured by an increase in crude oil supply in Europe, following the resolution of internal conflicts in Libya. This allowed Libya to resume its normal crude oil production and exports. On a yearly basis, the average DTD-DB spread in 2024 increased by \$0.63/BBL compared to 2023. Brent crude prices are supported by concerns over tight crude oil supply in the European region, due to reduced crude oil exports from the USA during the cold weather period and decreased exports from Libya owing to internal conflicts.

The spread between finished products and Dubai Price

- Gasoline and Dubai crack spread in 4Q 2024, on average, increased QoQ, driven by a decline in China's exports due to unattractive export margins after the Chinese government changed its export tax policy. On a yearly basis, the average spread in 2024 declined compared to 2023 as overall demand was constrained by the economic slowdown and the growing adoption of alternative energy vehicles.
- Jet (Kerosene) and Dubai crack spread in 4Q 2024, on average, increased QoQ, backed by higher demand for heating oil as the winter season arrived with colder temperatures than the previous year. However, on a yearly basis, the average spread narrowed in 2024 compared to 2023 due to increased supply from China's exports, which outpaced the recovery in overall aircraft demand.
- Diesel and Dubai crack spread in 4Q 2024, on average, rose QoQ driven by seasonal winter demand and additional economic stimulus signals from China. On a yearly basis, the average spread in 2024 decreased from 2023 due to an overall increase in supply as refineries maintained high production levels. Meanwhile, demand slowed due to the economic downturn, resulting in a supply surplus.
- Low-sulfur fuel oil and Dubai crack spread in 4Q 2024, on average, slightly decreased QoQ as concerns over tight supply in the Asian region eased, following China's announcement of a new fuel oil export quota in late 2024. Additionally, Nigeria's Dangote refinery has also been exporting low-sulfur fuel oil to Asia. On a yearly basis, the average spread for 2024 increased from 2023, driven by the ongoing conflict along the Red Sea shipping route, forcing ships to avoid the area for safety, resulting in longer shipping routes.

Key events in 4Q 2024 and subsequent events

- By the end of 2024, The Company had completed the transition of all service stations to the Bangchak brand and successfully reduced conversion costs by more than 60 million baht compared to the initial plan.
- Sriracha refinery was successfully resumed normal operations after the slowdown for scheduled maintenance in September.
- In December, the refinery business set a record-high marine fuel production of 10,000 barrels per day, while the marketing business achieved a record-breaking marine fuel sales volume of 36 million liters. This success resulted from the expansion of product distribution channels.
- The Company has been certified for four ISO standards: ISO 14001, ISO 45001, ISO 50001, and ISO/IEC 27001 by MASCI. This reflects excellence in environmental management, occupational health and safety, energy management, and information security.
- The Company received 2 awards of excellence in Safety and in Labor Relations and Employee Welfare from the Ministry of Labor. These awards highlight The Company's commitment to both ensuring a safe workplace and prioritizing the welfare of its employees.
- The Company strengthened its sustainability network by partnering with UN Global Compact Network Thailand (UNGCNT), Carbon Markets Club (CMC) and Thailand Carbon Neutral Network (TCNN) in 2024. These collaborations highlight The Company's strong foundation in adhering to globally accepted standards.
- On 31 January 2025, The Company successfully completed its debenture issuance No.1/2025 of Baht 8,000 million. The proceeds will be used to refinance outstanding long-term debt before maturity.

Diagram of operational overview

Benchmark Prices for Crude Oil and Refined Petroleum Product spreads

| Crude oil prices (US\$/BBL) | 4Q 2023 | 3Q 2024 | 4Q 2024 | QoQ [+/-] | YoY [+/-] | FY 2023 | FY 2024 | YoY [+/-] |
|--------------------------------|---------|---------|---------|-------------|-------------|---------|---------|-------------|
| Dubai (DB) | 83.75 | 78.48 | 73.62 | -4.86 | -10.13 | 82.09 | 79.58 | -2.51 |
| Dated Brent (DTD) | 84.34 | 80.34 | 74.73 | -5.61 | -9.60 | 82.64 | 80.76 | -1.88 |
| DTD-DB | 0.59 | 1.86 | 1.11 | -0.74 | +0.53 | 0.55 | 1.18 | +0.63 |

| Crack spreads (US\$/BBL) | 4Q 2023 | 3Q 2024 | 4Q 2024 | QoQ [+/-] | YoY [+/-] | FY 2023 | FY 2024 | YoY [+/-] |
|-----------------------------|---------|---------|---------|-------------|-------------|---------|---------|-------------|
| Gasoline 95-DB | 12.47 | 11.18 | 11.42 | +0.24 | -1.05 | 16.67 | 13.37 | -3.29 |
| Jet/Kerosene-DB | 23.63 | 13.17 | 14.76 | +1.59 | -8.88 | 22.48 | 15.55 | -6.93 |
| Gasoil (10 ppm)-DB | 24.49 | 13.69 | 15.05 | +1.36 | -9.44 | 24.32 | 16.62 | -7.70 |
| Low Sulphur Fuel Oil-DB | 7.98 | 7.85 | 7.60 | -0.25 | -0.37 | 5.70 | 6.80 | +1.10 |
| High Sulphur Fuel Oil-DB | -15.61 | -9.77 | -6.69 | +3.08 | +8.92 | -14.68 | -10.15 | +4.52 |

Source: Mean of Platts Singapore

Financial Performance

| Unit: THB million | 4Q 2023 ⁽¹⁾ | 3Q 2024 | 4Q 2024 | QoQ [+/-] | YoY [+/-] | FY 2023 ⁽¹⁾ | FY 2024 | YoY [+/-] |
|--|------------------------|---------|---------|-------------|-------------|------------------------|----------|-------------|
| Total revenue | 59,458 | 57,564 | 58,239 | +675 | -1,219 | 229,538 | 245,434 | +15,896 |
| Cost of sales | -59,177 | -59,412 | -57,304 | +2,108 | +1,873 | -223,344 | -242,156 | -18,812 |
| Gross profit | 281 | -1,848 | 935 | +2,783 | +654 | 6,194 | 3,278 | -2,916 |
| Other income | 15 | 9 | 6 | -3 | -9 | 239 | 94 | -145 |
| Interest Income | 30 | 13 | 15 | +2 | -15 | 50 | 60 | +10 |
| Gain (Loss) from derivatives | - | 994 | -482 | -1,476 | -482 | - | 499 | +499 |
| Selling expenses | -1,200 | -1,068 | -1,568 | -500 | -368 | -4,993 | -5,050 | -57 |
| Administrative expenses | -43 | -102 | -73 | +29 | -30 | -225 | -390 | -165 |
| Profit (loss) from operating activities | -917 | -2,002 | -1,167 | +835 | -250 | 1,265 | -1,509 | -2,774 |
| Finance costs | -274 | -257 | -240 | +17 | +34 | -735 | -1,062 | -327 |
| Share of profit from an associate | 86 | 73 | 81 | +8 | -5 | 361 | 341 | -20 |
| Profit (loss) before income tax | -1,105 | -2,186 | -1,326 | +860 | -221 | 891 | -2,230 | -3,121 |
| Income tax (expense) credit | 234 | 451 | 296 | -155 | +62 | -110 | 542 | +652 |
| Profit (loss) for the period | -871 | -1,735 | -1,030 | +705 | -159 | 781 | -1,688 | -2,469 |

⁽¹⁾ Restated numbers following changes as disclosed in Financial Statements.

Analysis on the operation and financial condition

Operating results and profitability

Performance of 2024 compared with 2023

Total revenue for 2024 was Baht 245,434 million, an increase of Baht 15,896 million mainly due to higher product sales volume. However, The Company reported a net loss for the year of Baht 1,688 million, a decrease of Baht 2,469 million from net

profit of Baht 781 million in 2023 primarily driven by lower refining margins and higher selling and administrative expenses from the amortization of assets related to service stations rebranding and change in Point of Sales (POS) system to align with Bangchak for long-term costs reduction, partially offset by realized gain from derivative, as The Company began implementing risk hedging strategies in 2024. Finance costs increased by Baht 327 million mainly due to a higher policy interest rate and The Company's debt restructuring, which shifted towards long-term borrowing to align with its investment structure.

Total Company Sales Volume

Total sales volume in 4Q 2024 increased by 6% from 3Q 2024, driven by higher seasonal demand. This growth in sales volume aligned with increased production, as the refinery resumed normal operations in late September. Compared with 4Q 2023 and the full year 2023, sales volume also increased, primarily due to higher sales to Bangchak, reported under Section 7 petroleum traders in the refinery business. Meanwhile, retail business sales continued to grow steadily, despite a reduction in the number of service stations compared with 2023. In summary, in 2024, The Company successfully realized synergies across all business units within the Bangchak Group. These achievements were driven by strategic collaboration within the group, leveraging employee expertise to create long-term value and ensure sustainable growth for the entire Bangchak Group.

Performance by Business

1) Refinery Business

Crude run in 4Q 2024 was 150 KBD, an increase of 13 KBD from 3Q 2024 and 31 KBD from 4Q 2023 as a result of the refinery resuming normal operations after a partial production slowdown in September. Crude run in 2024 increased by 25% from 2023 driven by a commitment to maximizing production rates and the efficiency of conversion units throughout the year. Additionally, in 2024, the Sriracha refinery achieved a record-high crude run rate of 148 KBD, the highest level since The Company's listing on the Stock Exchange of Thailand. Total Refinery Sales Volume in 4Q 2024 was 920 million liters, increased from Q3 2024 and Q4 2023 in line with higher production volumes. For the full year 2024, the sales volume of products under the refinery business rose by 95%, driven by increased demand from Bangchak and a restructuring of certain products from The Company's marketing business to be sold to Bangchak, a Section 7 petroleum trader, under the refinery business. The objective was to optimize benefits through marketing network integration and enhance the overall customer experience. Operating Gross Refining Margin (GRM) in 4Q 2024 was \$4.6/BBL, an increase of \$3.0/BBL from 3Q 2024 mainly due to the rise in the spread, along with a decrease in crude premiums. When compared with 4Q 2023, the Operating GRM increased by \$1.8/BBL primarily from lower crude premium, despite a decline in the spread. For the full year 2024, the Operating GRM stood at \$3.5/BBL, down \$1.3/BBL from 2023, in line with the overall decline in the spread. Accounting Gross Refining Margin (GRM) in 4Q 2024 was \$1.5/BBL, an increase of \$5.1/BBL from 3Q 2024 driven by a higher operating GRM and a lower inventory loss, partially offset by losses from oil hedging activities. When compared with 4Q 2023, Accounting GRM increased by \$3.2/BBL mainly due to a higher operating GRM and lower inventory loss. For the full year 2024, the Accounting GRM stood at \$1.7/BBL, down \$0.6/BBL from 2023 mainly due to a lower operating GRM, partially offset by a lower inventory loss and gains from oil price hedging activities initiated in 2024.

The production volume of light and middle distillates in 4Q 2024 increased both QoQ and YoY mainly due to the continuous improvement in the efficiency of conversion units. Meanwhile, the production volume of heavy products also increased QoQ and YoY, driven by fuel oil production to capture profit opportunities from the growing sales of marine fuel. In December, the Sriracha refinery achieved a record-high marine fuel production of 10,000 barrels per day. The Company prioritized synergy initiatives within the Bangchak Group, focusing on fast-track projects that require low investment while enhancing the refinery's flexibility and reducing operating costs. Key initiatives include improving blending component efficiency, optimizing production unit performance, refining work processes, and managing product flows between group companies. As a result of these strategies, The Company achieved a new milestone by sourcing 15 new value-added crude types, despite the challenging market conditions in 2024. Additionally, The Company successfully reduced operating costs through strategies such as utilizing lighter crude oil, expanding production unit capacity, and improving a multi-buoy mooring facilities to enhance crude receiving capabilities.

2) Marketing Business

Marketing sales volume increased by 7% in Q4 2024 compared with Q3 2024, driven by higher sales in the industrial business. Notably, marine fuel sales reached a record high of 36 million liters in December. This achievement resulted from The Company's ability to expand its customer base by increasing distribution channels, enhancing its competitiveness in the market. Meanwhile, sales from the retail business continued to grow steadily, supported by the nationwide completion of rebranding service stations to the Bangchak brand by the end of the year, along with the implementation of effective marketing programs. Marketing sales volume decreased by 14% from 4Q 2023 and 9% for 2024 resulted from a restructuring of product management, in which certain industrial segment products were transferred from the marketing business to Bangchak. This initiative aimed to optimize marketing network efficiency and enhance the overall customer experience. Marketing margin in 4Q 2024 was 1.00 THB per liter, a decrease of 0.15 THB per liter from 3Q 2024, mainly due to a decline in the industrial business margin. Compared with 4Q 2023, the marketing

Diagram of operating results and profitability



1) Refinery Business

| | 4Q 2023 | 3Q 2024 | 4Q 2024 | QoQ (%) | YoY (%) | FY 2023 | FY 2024 | YoY (%) |
|--|--------------------|---------|---------|-----------|-----------|--------------------|---------|-----------|
| Revenue (THB million) | 50,398 | 46,354 | 45,981 | -1% | -9% | 183,788 | 201,754 | +10% |
| EBITDA (THB million) | -1,261 | -1,637 | -299 | +82% | +76% | 21 | 655 | +3,019% |
| Refining capacity (Kbd) | 174 | 174 | 174 | 0 | 0 | 174 | 174 | 0 |
| Crude run (Kbd) | 119 | 137 | 150 | +9% | +26% | 118 | 148 | +25% |
| Refinery Sales Volume ⁽¹⁾ (Million Liters) | 509 | 871 | 920 | +6% | +81% | 1,800 | 3,507 | +95% |
| - Petroleum traders per section 7 | 399 | 734 | 818 | +11% | +105% | 1,372 | 2,966 | +116% |
| - Export | 110 | 137 | 102 | -26% | -7% | 428 | 541 | +26% |
| | 4Q 2023 | 3Q 2024 | 4Q 2024 | QoQ (+/-) | YoY (+/-) | FY 2023 | FY 2024 | YoY (+/-) |
| Operating gross refining margin | 2.8 ⁽²⁾ | 1.6 | 4.6 | +3.0 | +1.8 | 4.8 ⁽²⁾ | 3.5 | -1.3 |
| Oil Hedging Gain/(Loss) | - | 0.8 | -0.5 | -1.3 | -0.5 | - | 0.2 | +0.2 |
| Inventory Gain/(Loss) ⁽⁴⁾ | -4.5 | -6.0 | -2.6 | +3.4 | +1.9 | -2.5 | -2.0 | +0.5 |
| Accounting gross refining margin | -1.7 | -3.6 | 1.5 | +5.1 | +3.2 | 2.3 | 1.7 | -0.6 |

⁽¹⁾ Sales volume excluded oil swaps between petroleum traders in accordance with section 7 and sales of crude oil

⁽²⁾ Restated numbers to align calculation basis with Bangchak Corporation Public Company Limited's and 2024 reporting basis

⁽⁴⁾ Inventory Gain/(Loss) included (reversal of) losses on inventory devaluation (Net Realizable Value)

2) Marketing Business

| | 4Q 2023 | 3Q 2024 | 4Q 2024 | QoQ (%) | YoY (%) | FY 2023 | FY 2024 | YoY (%) |
|---|---------------------|--------------------|--------------------|---------|---------|---------------------|----------------------|---------|
| Revenue (THB million) | 47,886 | 39,056 | 40,074 | +3% | -16% | 184,667 | 169,223 | -8% |
| EBITDA (THB million) | 1,024 | 621 | 508 | -18% | -50% | 4,365 | 2,218 | -49% |
| No. of Service Stations | 830 | 745 | 752 | +1% | -9% | 830 | 752 | -9% |
| Marketing sales volume (Million Liters) | 1,673 | 1,344 | 1,433 | +7% | -14% | 6,369 | 5,804 | -9% |
| - Retail | 849 | 838 | 848 | +1% | +0% | 3,527 | 3,445 | -2% |
| - Industrial | 824 | 506 ⁽¹⁾ | 585 ⁽¹⁾ | +16% | -29% | 2,842 | 2,359 ⁽¹⁾ | -17% |
| Marketing margin (Baht/Liter) | 1.03 ⁽²⁾ | 1.15 | 1.00 | -13% | -3% | 0.98 ⁽²⁾ | 0.96 | -2% |
| Net marketing margin (Baht/Liter) ⁽³⁾ | 0.96 | 1.02 | 0.92 | -10% | -4% | 0.93 | 0.90 | -3% |

⁽¹⁾ Asphalt volume in 2023 was reported as part of Refinery sales volume while in 2024 reported as part of Marketing sales volume

⁽²⁾ Restated numbers to align calculation basis with Bangchak Corporation Public Company Limited's and 2024 reporting basis

⁽³⁾ Net marketing margin included inventory Gain (Loss) and (reversal of) losses on inventory devaluation (Net Realizable Value)

Asset management capability

On December 31, 2024, Total asset decreased by Baht 5,228 million from year end 2023, mainly due to lower inventory value corresponding to lower crude and product prices as well as lower trade and other current receivables in response to the collection of oil fuel fund subsidy claims in 2024.

Diagram of asset management capability

Statement of Financial Position

| Unit: THB million except for percentages | 31 Dec 2023 ^[1] | 31 Dec 2024 | +/- | +/- % |
|--|----------------------------|---------------|---------------|-------------|
| Assets | | | | |
| - Current assets | 36,408 | 33,052 | -3,356 | -9% |
| - Non-current assets | 34,654 | 32,782 | -1,872 | -5% |
| Total assets | 71,062 | 65,834 | -5,228 | -7% |
| Liabilities | | | | |
| - Current liabilities | 22,618 | 26,151 | +3,533 | +16% |
| - Non-current liabilities | 20,121 | 14,502 | -5,619 | -28% |
| Total liabilities | 42,739 | 40,653 | -2,086 | -5% |
| Equity | | | | |
| - Issued & paid-up share capital | 17,075 | 17,075 | 0 | 0% |
| - Premium on share capital | 4,032 | 4,032 | 0 | 0% |
| - Legal reserve | 1,366 | 1,366 | 0 | 0% |
| - Unappropriated retained earnings | 5,313 | 2,610 | -2,703 | -51% |
| - Other components of equity | 530 | 98 | -432 | -82% |
| Non-controlling interests | 7 | 0 | -7 | -100% |
| Total equity | 28,323 | 25,181 | -3,142 | -11% |
| Total liabilities and equity | 71,062 | 65,834 | -5,228 | -7% |

^[1] Restated numbers following Accounting Policy changes as disclosed in Financial Statements

Liquidity and capital adequacy

Total equity decreased by Baht 3,142 million as a result of the loss for the period, dividend payments and loss from fair value change in equity investment which designated at fair value through other comprehensive income.

Cash flows from operating activities was Baht 7,225 million for the year ended of 2024, reflected favorable working capital effects despite net loss for the period. Cash flows used in investing activities was Baht 1,439 million mainly for refinery and retail projects including rebranding activity partially offset by dividends received from associate company. Cash flows used in financing activities was Baht 5,572 million primarily driven by repayment of borrowings and dividend payment partially offset with proceeds from debenture.

Diagram of liquidity and capital adequacy

Statement of Cash Flows

| Unit: THB million | FY 2023 | FY 2024 |
|--|---------|---------|
| Cash flows from (used in) operating activities | 11,420 | 7,225 |
| Cash flows from (used in) investing activities | -1,894 | -1,439 |
| Cash flows from (used in) financing activities | -9,136 | -5,572 |

Debt obligations and management of off-balance sheet

On December 31, 2024, Total liabilities was Baht 40,653 million, decreased by Baht 2,086 million and Total debt was Baht

24,457 million (long-term loans of Baht 10,493 million and short-term loans of Baht 13,964 million), decreased by Baht 3,851 million from Baht 28,308 million at year-end 2023 as a result of loan repayment. The Company complied with its debentures' financial covenant as at December 31, 2024.

Sustainability Development

In 2024, BSRC reaffirmed its commitment to sustainability by implementing key initiatives that strengthened its policies, expanded its sustainability network, and achieved critical certifications aligned with global standards. The company focused on reinforcing its sustainability foundation through environmental responsibility, operational efficiency, stakeholder empowerment, and continuous innovation. These efforts were driven by the need to align with evolving regulatory requirements, industry best practices, and stakeholder expectations.

Strengthening Foundations for Sustainable Growth

Throughout the year, BSRC introduced new policies designed to enhance corporate governance, sustainability practices, and compliance with external standards such as the Stock Exchange of Thailand (SET) awards and the Dow Jones Sustainability Index (DJSI). These policies aimed to improve transparency, risk management, and operational efficiency while ensuring alignment with international best practices. By strengthening internal governance, BSRC reinforced its long-term sustainability goals and set a strong foundation for continued growth.

Sustainability Standards & Certifications

BSRC has made significant progress in standardizing its sustainability practices, successfully achieving four ISO certifications in a single year, demonstrating our commitment to excellence in environmental and operational management:

- ISO 14001: Environmental Management System
 - Focuses on reducing environmental impact, improving resource efficiency, and ensuring compliance with environmental regulations.
- ISO 45001: Occupational Health & Safety Management System
 - Ensures a safe and healthy work environment by minimizing workplace hazards and enhancing employee well-being.
- ISO 27001: Information Security Management System
 - Strengthens data protection, cybersecurity measures, and risk mitigation strategies to safeguard stakeholder information.
- ISO 50001: Energy Management System
 - Enhances energy efficiency, reduces carbon footprint, and promotes sustainable energy consumption practices.

These certifications reflect BSRC's commitment to operational excellence, risk management, and continuous improvement in sustainability performance.

Sustainability Strategy & Materiality

In line with its commitment to responsible business practices, BSRC introduced a comprehensive Sustainability Materiality Analysis to identify key environmental, social, and governance (ESG) priorities. This analysis allowed the company to address high-priority sustainability risks and opportunities while ensuring that its strategic initiatives align with global ESG trends and stakeholder expectations. The materiality assessment provided a roadmap for BSRC to focus on the most critical areas of sustainability, ensuring long-term resilience and growth.

To drive its sustainability efforts forward, BSRC launched the "Sustainability Strategy (4E)", a strategic framework that provides a clear direction for sustainability growth. This strategy is built around four key pillars:

- Environmental Care, which focuses on reducing environmental impact and enhancing eco-friendly initiatives;
- Efficiency, which promotes resource optimization and waste management;
- Empathetic, which strengthens community engagement and employee well-being; and
- Evolving through Innovation, which encourages technological advancements and digital transformation to support sustainable development. By implementing this structured framework, BSRC ensures that sustainability remains at the core of its business strategy.

Climate & Financial Transparency

Another major achievement in 2024 was the successful completion of the Task Force on Climate-related Financial Disclosures (TCFD) report, a key initiative aimed at enhancing climate risk transparency. The report outlined BSRC's approach to identifying, assessing, and managing climate-related financial risks while integrating climate resilience into corporate decision-making. By adopting the TCFD framework, the company provided investors and stakeholders with greater insight into how climate change could impact its financial

performance and long-term sustainability.

Expanding Sustainability Networks & Partnerships

In 2024, BSRC strengthened its sustainability partnerships by joining two major global and regional networks:

- UNGC (United Nations Global Compact) – Aligning with UN Sustainable Development Goals (SDGs) through responsible business practices.
- TCNN (Thailand Carbon Neutral Network) – Supporting Thailand’s transition to a low-carbon economy by adopting carbon-neutral initiatives.
- Additionally, BSRC continued its active participation in key trade associations to foster industry-wide sustainability collaboration:
 - PEIT (Petroleum Institute of Thailand) – Advancing energy efficiency and environmental stewardship in the petroleum sector.
 - FTI (Federation of Thai Industries) – Driving industrial sustainability practices across various sectors.
 - AMCHAM (American Chamber of Commerce in Thailand) – Promoting sustainable business strategies through corporate networking and policy advocacy.
 - IESG (Oil Industry Environmental Safety Group Association) – Enhancing emergency response capability, especially an oil spill incident.
- TBCSD (Thailand Business Council for Sustainable Development) – Supporting national sustainability initiatives.

Major Awards and Recognitions

BSRC’s achievements in corporate governance, workplace safety, sustainability, and investor relations have been recognized through multiple prestigious awards in 2024. These accolades reflect the company’s commitment to excellence in business ethics, employee welfare, financial transparency, and community contributions.

Corporate Governance Excellence

- Corporate Governance Report (CGR) Award – Excellent (5 stars) by the Institute of Directors (IOD)
- Recognized as a leader in ethical business practices, BSRC was awarded the highest rating for its corporate governance framework, ensuring responsible decision-making, risk management, and compliance with international governance standards.

Workplace Safety & Employee Well-being

- Excellent Practices in Occupational Safety and Health by the Ministry of Labour (MOL)
- BSRC was acknowledged for its outstanding occupational safety programs, which prioritize employee health, risk reduction, and workplace safety culture through continuous monitoring and preventive measures.
- Excellent Practices in Labour Relations and Welfare by the Ministry of Labour (MOL)
- The company was recognized for fostering a fair, equitable, and supportive work environment, implementing policies that promote employee welfare, engagement, and long-term well-being.
- Zero Accident Campaign – Silver Level by Thailand Occupational Safety and Health (T-OSH)
- BSRC achieved this milestone by reducing workplace accidents and maintaining a high standard of occupational health and safety. The recognition reflects the company’s rigorous safety measures and its proactive approach to ensuring a hazard-free work environment.

Community & Public Welfare Contributions

- Best Toilet Award for Outstanding Sanitation Standards in Bangkok, Nakhon Sawan, and Samut Songkhram
- As part of its commitment to public health and infrastructure, BSRC was recognized for maintaining exceptional hygiene and sanitation standards in public facilities. This award highlights the company’s dedication to enhancing community well-being and improving the quality of public spaces.

Financial Stability

- TRIS Rating: A+ – Recognized for Strong Financial Stability and Long-term Growth Potential
 - BSRC received an A+ credit rating from TRIS, affirming its robust financial position, risk management capabilities, and strategic growth potential in the industry.
- These recognitions highlight BSRC’s leadership in corporate responsibility, employee welfare, workplace safety, and financial excellence,

reinforcing its position as a sustainable and forward-thinking organization dedicated to long-term growth and stakeholder value.

Commitment to Continuous Improvement

As BSRC looks ahead, it remains committed to advancing its sustainability initiatives through continuous improvement, innovation, and strategic collaboration. The company will continue to integrate climate action strategies, enhance circular economy initiatives, strengthen corporate social responsibility (CSR) programs, and invest in digital transformation projects that promote sustainability. By aligning its business operations with global sustainability standards, BSRC aims to create long-term value for its stakeholders while making a positive impact on the environment and society.

BSRC’s sustainability achievements in 2024 underscore its unwavering commitment to responsible business practices, environmental stewardship, and stakeholder engagement. The company has successfully positioned itself as a leader in sustainable business by embedding sustainability into its corporate strategy and fostering a culture of continuous improvement. Through its comprehensive policies, strategic partnerships, and innovative initiatives, BSRC is well-prepared to navigate future sustainability challenges while contributing to a more sustainable and resilient world.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : Yes
to maintain financial ratios?

Can the Company maintain the financial ratios as : Yes
reported?

The Company complied with its debentures' financial covenant, according to audited consolidated financial statements as at December 31, 2024.

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Economic Outlook

In 2025, the global economy is projected to grow at a stable rate of 3.3%, according to the International Monetary Fund (IMF), an upward revision from the previous estimate of 3.2% in October 2024. This adjustment is due to the expected boost from increased domestic consumption, driven by low inflation and interest rate cuts by several central banks. Additionally, a strong labor market remains a key factor supporting economic improvement in many regions. However, negative factors persist, such as geopolitical conflicts in various areas, economic and trade policy uncertainties in major economies like the U.S., and China's countermeasures against trade restrictions, which could weigh on the global economy. The Thai economy in 2025 is expected to gradually recover from the previous year, supported mainly by stable government budget disbursements and an anticipated increase in public investment. Additional factors contributing to the recovery include government stimulus measures and improved consumer confidence, leading to a positive trend in domestic consumption. Private sector investment is also projected to rebound in line with the recovery of industrial production. Meanwhile, the tourism sector shows signs of revival, driven by the increasing number of international flights to Thailand. Exports are expected to continue improving, particularly in the agricultural sector and electronic industries. However, the country's economic growth remains constrained by high levels of household and business debt.

Oil Price Outlook

The average price of Dubai crude oil in 2025 is projected to slightly decline compared to 2024, moving within the range of US\$70–80/BBL. This decline is driven by weak oil demand amid the global economic conditions that have not yet recovered, while oil supply is expected to continue rising, mainly from non-OPEC+ producers such as the U.S., Brazil, Guyana, and Canada. This increase in supply is likely to lead to an oversupply in the oil market. However, oil prices remain at risk of volatility due to uncertainties arising from geopolitical conflicts and unpredictable trade and other policy decisions by the new U.S. President, Donald Trump. The Dated Brent-Dubai (DTD-DB) spread in 2025 is expected to be in the range of US\$0.5–1.5/BBL. The Dated Brent prices will be under pressure from the rising supply of light crude from non-OPEC+ producers, particularly the U.S., which is likely to continue exporting to Europe. In 2025, the refining margin of cracking refineries in Singapore is expected to remain stable compared to 2024. It will continue to face pressure from the increased supply of refined oil products due to the scheduled commissioning of new refineries in Asia and other regions, as well as the sustained high production levels of existing refineries. Meanwhile, demand for refined oil products remains uncertain amid the economic slowdown in major oil-consuming economies. However, there is market optimism regarding the economic policies of U.S. President Donald Trump, which aim to revive the U.S. economy, along with signs of additional economic stimulus measures in China. These factors are expected to support demand for refined oil products and help limit a decline in refining margins.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

| | THB | | |
|--|---------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Assets | | | |
| Cash And Cash Equivalents (ThousandTHB) | 586,070.00 | 976,369.00 | 1,190,788.00 |
| Trade And Other Receivables - Current - Net (ThousandTHB) | 24,302,787.00 | 15,373,051.00 | 13,588,852.00 |
| Inventories - Net (ThousandTHB) | 26,119,027.00 | 18,712,656.00 | 16,466,836.00 |
| Derivative Assets - Current (ThousandTHB) | N/A | N/A | 180,170.00 |
| Other Current Assets (ThousandTHB) | 3,140,197.00 | 1,345,437.00 | 1,625,330.00 |
| Other Current Assets - Others (ThousandTHB) | 3,140,197.00 | 1,345,437.00 | 1,625,330.00 |
| Total Current Assets (ThousandTHB) | 54,148,081.00 | 36,407,513.00 | 33,051,976.00 |
| Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB) | 2,197,477.00 | 2,079,282.00 | 2,258,643.00 |
| Investment In Associates (ThousandTHB) | 2,197,477.00 | 2,079,282.00 | 2,258,643.00 |
| Other Non-Current Financial Assets (ThousandTHB) | 1,093,981.00 | 1,075,500.00 | 535,500.00 |
| Other Non-Current Financial Assets - Others (ThousandTHB) | 1,093,981.00 | 1,075,500.00 | 535,500.00 |
| Property, Plant And Equipment - Net (ThousandTHB) | 22,982,043.00 | 22,887,628.00 | 21,857,078.00 |
| Right-Of-Use Assets - Net (ThousandTHB) | 3,823,186.00 | 3,435,603.00 | 3,201,106.00 |
| Intangible Assets - Net (ThousandTHB) | 125,961.00 | 296,829.00 | 179,686.00 |

| | THB | | |
|---|---------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Intangible Assets - Others (ThousandTHB) | 125,961.00 | 296,829.00 | 179,686.00 |
| Deferred Tax Assets (ThousandTHB) | 242,884.00 | 665,641.00 | 1,247,632.00 |
| Other Non-Current Assets (ThousandTHB) | 2,723,236.00 | 4,213,999.00 | 3,501,999.00 |
| Other Non-Current Assets - Others (ThousandTHB) | 2,633,279.00 | 3,986,405.00 | 3,501,999.00 |
| Total Non-Current Assets (ThousandTHB) | 33,188,768.00 | 34,654,482.00 | 32,781,644.00 |
| Total Assets (ThousandTHB) | 87,336,849.00 | 71,061,995.00 | 65,833,620.00 |

| | THB | | |
|--|---------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Liabilities | | | |
| Bank Overdrafts And Short-Term Borrowings From Financial Institutions (ThousandTHB) | 9,739,338.00 | 8,233,730.00 | 5,994,876.00 |
| Trade And Other Payables - Current (ThousandTHB) | 16,564,087.00 | 8,371,379.00 | 11,429,086.00 |
| Short-Term Borrowings (ThousandTHB) | 16,696,199.00 | N/A | 3,000,000.00 |
| Related Parties (ThousandTHB) | 16,696,199.00 | N/A | 3,000,000.00 |
| Current Portion Of Long-Term Debts (ThousandTHB) | 5,333,734.00 | 4,641,006.00 | 4,969,237.00 |
| Financial Institutions (ThousandTHB) | 1,667,067.00 | 4,641,006.00 | 4,969,237.00 |
| Derivative Liabilities - Current (ThousandTHB) | N/A | N/A | 19,760.00 |
| Current Portion Of Lease Liabilities (ThousandTHB) | 319,210.00 | 287,377.00 | 343,437.00 |
| Provisions For Employee Benefit Obligations - Current (ThousandTHB) | 971,593.00 | 821,993.00 | 393,915.00 |
| Income Tax Payable (ThousandTHB) | 269.00 | 262,374.00 | 866.00 |
| Total Current Liabilities (ThousandTHB) | 49,624,430.00 | 22,617,859.00 | 26,151,177.00 |
| Non-Current Portion Of Long-Term Debts (ThousandTHB) | 4,165,667.00 | 15,433,244.00 | 10,493,063.00 |
| Financial Institutions (ThousandTHB) | 1,415,667.00 | 15,433,244.00 | 6,617,439.00 |
| Bonds (ThousandTHB) | N/A | N/A | 3,875,624.00 |
| Non-Current Portion Of Lease Liabilities (ThousandTHB) | 2,117,860.00 | 1,921,981.00 | 1,714,410.00 |

| | THB | | |
|---|---------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB) | 2,503,988.00 | 2,766,105.00 | 2,294,038.00 |
| Total Non-Current Liabilities (ThousandTHB) | 8,787,515.00 | 20,121,330.00 | 14,501,511.00 |
| Total Liabilities (ThousandTHB) | 58,337,373.00 | 42,657,804.00 | 40,652,688.00 |

| | THB | | |
|---|---------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Shareholders' equity | | | |
| Authorised Share Capital (ThousandTHB) | 17,110,007.00 | 17,110,007.00 | 17,110,007.00 |
| Authorised Ordinary Shares (ThousandTHB) | 17,110,007.00 | 17,110,007.00 | 17,110,007.00 |
| Issued And Paid-Up Share Capital (ThousandTHB) | 17,075,181.00 | 17,075,181.00 | 17,075,181.00 |
| Paid-Up Ordinary Shares (ThousandTHB) | 17,075,181.00 | 17,075,181.00 | 17,075,181.00 |
| Premium (Discount) On Share Capital (ThousandTHB) | 4,031,711.00 | 4,031,711.00 | 4,031,711.00 |
| Premium (Discount) On Ordinary Shares (ThousandTHB) | 4,031,711.00 | 4,031,711.00 | 4,031,711.00 |
| Retained Earnings (Deficits) (ThousandTHB) | 5,398,865.00 | 6,533,656.00 | 3,976,403.00 |
| Retained Earnings - Appropriated (ThousandTHB) | 1,253,410.00 | 1,365,933.00 | 1,365,933.00 |
| Legal And Statutory Reserves (ThousandTHB) | 1,253,410.00 | 1,365,933.00 | 1,365,933.00 |
| Retained Earnings (Deficits) - Unappropriated (ThousandTHB) | 5,705,999.00 | 5,312,911.00 | 2,610,470.00 |
| Other Components Of Equity (ThousandTHB) | 851,169.00 | 529,636.00 | 97,636.00 |
| Other Components Of Equity - Others (ThousandTHB) | 851,169.00 | 529,636.00 | 97,636.00 |
| Equity Attributable To Owners Of The Parent (ThousandTHB) | 28,917,470.00 | 28,315,372.00 | 25,180,931.00 |
| Non-Controlling Interests (ThousandTHB) | 7,434.00 | 7,434.00 | 1.00 |
| Total Equity (ThousandTHB) | 28,924,904.00 | 28,322,806.00 | 25,180,932.00 |
| Total Liabilities And Equity (ThousandTHB) | 87,336,849.00 | 71,061,995.00 | 65,833,620.00 |

Summary of income statement

| | THB | | |
|---|----------------|----------------|----------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Statement of Comprehensive Income | | | |
| Revenue From Operations (ThousandTHB) | 263,000,335.00 | 229,538,003.00 | 245,433,800.00 |
| Revenue From Sales And Rendering Services (ThousandTHB) | 263,000,335.00 | 229,538,003.00 | 245,433,800.00 |
| Interest And Dividend Income (ThousandTHB) | 17,787.00 | 50,255.00 | 60,396.00 |
| Interest Income (ThousandTHB) | 17,787.00 | 50,255.00 | 60,396.00 |
| Other Income (ThousandTHB) | 22,568.00 | 238,707.00 | 93,533.00 |
| Total Revenue (ThousandTHB) | 263,040,690.00 | 229,826,965.00 | 245,587,729.00 |
| Costs (ThousandTHB) | 243,902,589.00 | 223,344,388.00 | 242,155,966.00 |
| Selling And Administrative Expenses (ThousandTHB) | 5,442,093.00 | 5,217,459.00 | 5,439,658.00 |
| Selling Expenses (ThousandTHB) | 5,205,841.00 | 4,992,468.00 | 5,050,122.00 |
| Administrative Expenses (ThousandTHB) | 236,252.00 | 224,991.00 | 389,536.00 |
| Total Cost And Expenses (ThousandTHB) | 249,344,682.00 | 228,561,847.00 | 247,595,624.00 |
| Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (ThousandTHB) | 311,870.00 | 361,156.00 | 340,750.00 |
| Other Gains (Losses) (ThousandTHB) | N/A | N/A | 498,950.00 |
| Gains (Losses) From Financial Instruments Measured At Fair Value Through Profit Or Loss (ThousandTHB) | N/A | N/A | 498,950.00 |
| Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB) | 14,007,878.00 | 1,626,274.00 | -1,168,195.00 |

| | THB | | |
|---|---------------|--------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Finance Costs (ThousandTHB) | 376,236.00 | 734,595.00 | 1,061,944.00 |
| Income Tax Expense (ThousandTHB) | 2,680,657.00 | 110,485.00 | -542,307.00 |
| Profit (Loss) For The Period From Continuing Operations (ThousandTHB) | 10,950,985.00 | 781,194.00 | -1,687,832.00 |
| Net Profit (Loss) For The Period (ThousandTHB) | 10,950,985.00 | 781,194.00 | -1,687,832.00 |
| Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB) | 10,950,985.00 | 781,194.00 | -1,687,832.00 |
| Gains (Losses) On Remeasuring Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (ThousandTHB) | 221,810.00 | -290,017.00 | -432,000.00 |
| Remeasurement Of Employee Benefit Obligations (ThousandTHB) | -9,224.00 | -54,308.00 | 128,285.00 |
| Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB) | 217,867.00 | -344,325.00 | -303,715.00 |
| Total Comprehensive Income (Expense) For The Period (ThousandTHB) | 11,168,852.00 | 436,869.00 | -1,991,547.00 |
| Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB) | 10,950,281.00 | 780,484.00 | -1,688,643.00 |
| Net Profit (Loss) Attributable To : Non- Controlling Interests (ThousandTHB) | 704.00 | 710.00 | 811.00 |
| Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB) | 9,726,159.00 | 1,797,207.00 | -1,992,358.00 |

| | THB | | |
|---|---------------|--------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB) | 704.00 | 710.00 | 811.00 |
| Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB) | 2.75 | 0.62 | -0.49 |
| EBITDA (ThousandTHB) | 12,205,392.00 | 3,327,591.00 | 2,228,188.00 |
| Operating Profit (ThousandTHB) | 11,853,167.00 | 2,677,473.00 | -2,161,824.00 |
| Normalize Profit (ThousandTHB) | 9,508,996.00 | 2,142,242.00 | -2,186,782.00 |

Summary of cash flow statement

| | THB | | |
|---|---------------|--------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Cash flow statement | | | |
| Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB) | 10,950,985.00 | 781,194.00 | -1,687,832.00 |
| Depreciation And Amortisation (ThousandTHB) | 2,806,296.00 | 2,912,118.00 | 3,396,383.00 |
| (Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB) | N/A | -66,999.00 | -49,038.00 |
| Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB) | -311,870.00 | -361,156.00 | -340,750.00 |
| (Gains) Losses On Foreign Currency Exchange (ThousandTHB) | 25,918.00 | 135,497.00 | -48,430.00 |
| (Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (ThousandTHB) | N/A | N/A | -149,553.00 |
| (Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB) | 3,260.00 | 79,486.00 | 79,315.00 |
| (Reversal Of) Impairment Loss Of Other Assets (ThousandTHB) | 9,223.00 | 84,772.00 | 409,370.00 |
| Dividend And Interest Income (ThousandTHB) | -17,787.00 | -50,255.00 | -74,796.00 |
| Finance Costs (ThousandTHB) | 376,236.00 | 734,595.00 | 1,061,944.00 |
| Income Tax Expense (ThousandTHB) | 2,680,657.00 | 110,485.00 | -542,307.00 |
| Employee Benefit Expenses (ThousandTHB) | 226,473.00 | 236,385.00 | 150,625.00 |
| Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB) | 16,837,790.00 | 4,635,738.00 | 2,204,931.00 |

| | THB | | |
|--|----------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| (Increase) Decrease In Trade And Other Receivables (ThousandTHB) | -12,020,791.00 | 8,825,065.00 | 1,842,545.00 |
| (Increase) Decrease In Inventories (ThousandTHB) | -7,004,364.00 | 7,473,377.00 | 2,293,202.00 |
| (Increase) Decrease In Other Operating Assets (ThousandTHB) | -327,416.00 | 142,121.00 | -309,590.00 |
| Increase (Decrease) In Trade And Other Payables (ThousandTHB) | 872,164.00 | -8,848,317.00 | 3,416,087.00 |
| Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB) | -143,505.00 | -191,753.00 | -890,414.00 |
| Cash Generated From (Used In) Operations (ThousandTHB) | -1,786,122.00 | 12,036,231.00 | 8,556,761.00 |
| Interest Paid (ThousandTHB) | -244,703.00 | -487,968.00 | -882,439.00 |
| Income Tax (Paid) Received (ThousandTHB) | -1,827,521.00 | -128,511.00 | -449,351.00 |
| Net Cash From (Used In) Operating Activities (ThousandTHB) | -3,858,346.00 | 11,419,752.00 | 7,224,971.00 |
| Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB) | N/A | -500.00 | -7,434.00 |
| Proceeds From Disposal Of Fixed Assets (ThousandTHB) | 19,866.00 | 1,658.00 | 46,166.00 |
| Payment For Purchase Of Fixed Assets (ThousandTHB) | -1,651,510.00 | -2,081,051.00 | -1,698,235.00 |
| Property, Plant And Equipment (ThousandTHB) | -1,532,125.00 | -2,039,009.00 | -1,592,806.00 |
| Intangible Assets (ThousandTHB) | -7,885.00 | -3,022.00 | -8,464.00 |
| Right-Of-Use Assets (ThousandTHB) | -111,500.00 | -39,020.00 | -96,965.00 |

| | THB | | |
|---|---------------|----------------|----------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Dividend Received (ThousandTHB) | 214,391.00 | 479,851.00 | 172,189.00 |
| Interest Received (ThousandTHB) | 17,787.00 | 50,255.00 | 48,311.00 |
| Net Cash From (Used In) Investing Activities (ThousandTHB) | -1,085,142.00 | -1,893,827.00 | -1,439,003.00 |
| Proceeds From Borrowings (ThousandTHB) | 7,173,564.00 | 19,998,000.00 | 3,000,000.00 |
| Proceeds From Short-Term Borrowings (ThousandTHB) | 7,057,297.00 | N/A | 3,000,000.00 |
| Proceeds From Short-Term Borrowings - Related Parties (ThousandTHB) | 5,217,941.00 | -16,807,317.00 | 3,000,000.00 |
| Proceeds From Long-Term Borrowings - Related Parties (ThousandTHB) | -283,333.00 | -6,416,667.00 | N/A |
| Repayments On Borrowings (ThousandTHB) | N/A | -27,645,559.00 | -10,754,940.00 |
| Repayments On Short-Term Borrowings (ThousandTHB) | N/A | -18,312,925.00 | -2,240,000.00 |
| Repayments On Short-Term Borrowings - Financial Institutions (ThousandTHB) | 1,839,356.00 | -1,505,608.00 | -2,240,000.00 |
| Repayments On Long-Term Borrowings (ThousandTHB) | 116,267.00 | 17,082,033.00 | -8,514,940.00 |
| Repayments On Long-Term Borrowings - Financial Institutions (ThousandTHB) | 116,267.00 | 17,082,033.00 | -8,514,940.00 |
| Repayments On Lease Liabilities (ThousandTHB) | -431,286.00 | -349,110.00 | -379,770.00 |
| Proceeds From Issuance Of Debt Instruments (ThousandTHB) | N/A | N/A | 3,848,673.00 |
| Dividend Paid (ThousandTHB) | -1,731,133.00 | -1,038,967.00 | -1,142,894.00 |

| | THB | | |
|---|--------------|---------------|---------------|
| | 31 Dec 2022 | 31 Dec 2023 | 31 Dec 2024 |
| | Consolidate | Consolidate | Consolidate |
| | AUDITED | AUDITED | AUDITED |
| Other Items (Financing Activities) (ThousandTHB) | N/A | -99,990.00 | -142,618.00 |
| Net Cash From (Used In) Financing Activities (ThousandTHB) | 4,727,812.00 | -9,135,626.00 | -5,571,549.00 |
| Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB) | -215,676.00 | 390,299.00 | 214,419.00 |
| Cash And Cash Equivalents, Beginning Balance (ThousandTHB) | 801,746.00 | 586,070.00 | 976,369.00 |
| Cash And Cash Equivalents, Ending Balance (ThousandTHB) | 586,070.00 | 976,369.00 | 1,190,788.00 |

Key financial ratios

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Liquidity ratio | | | |
| Current ratio (times) | 1.00 | 1.60 | 1.30 |
| Quick ratio (times) | 0.20 | 0.60 | 0.50 |
| Average account receivable turnover (times) | 31.70 | 13.20 | 19.90 |
| Average collection period (days) | 11.50 | 27.60 | 18.40 |
| Average account payable turnover (times) | 30.50 | 17.90 | 24.50 |
| Average payment period (days) | 12.00 | 20.40 | 14.90 |
| Profitability ratio | | | |
| Gross profit margin (%) | 6.60 | 2.70 | 1.30 |
| Net profit margin (%) | 3.60 | 0.30 | -0.70 |
| Return on equity (ROE) (%) | 41.00 | 2.70 | -6.30 |
| EBITDA margin (EBITDA / Total revenue) (%) | 6.00 | 2.00 | 1.10 |
| Financial policy ratio | | | |
| Total debts to total equity (times) | 1.30 | 1.00 | 1.00 |
| Interest coverage ratio (times) | 42.10 | 6.30 | 2.50 |
| Long-term debt to equity ratio (Non-current borrowings / Total shareholders) (times) | 0.20 | 0.50 | 0.40 |
| Net Interest-bearing Debt to Equity ratio (Total interest-bearing debt - Cash and cash equivalents - Short term investments) / Total equity (times) | 1.30 | 1.00 | 0.90 |
| Efficiency ratio | | | |
| Return on asset (ROA) (%) | 15.70 | 2.00 | -1.80 |

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.
Address/location : 93 Ratchadaphisek Road
Subdistrict : Din Daeng
District : Din Daeng
Province : Bangkok
Postcode : 10400
Telephone : 02-009-9000
Facsimile number : 02-009-9991

Name of bondholder's representative : BANK OF AYUDHYA PUBLIC COMPANY LIMITED
Address/location : 1222 Rama III Road
Subdistrict : Bang Phongphang
District : Yan Nawa
Province : Bangkok
Postcode : 10120
Telephone : 1572

Bond registrar

Name of bond registrar : BANK OF AYUDHYA PUBLIC COMPANY LIMITED
Address/location : 1222 Rama III Road
Subdistrict : Bang Phongphang
District : Yan Nawa
Province : Bangkok
Postcode : 10120
Telephone : 1572

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED
Address/location : -
Subdistrict : YAN NAWA
District : SATHON
Province : Bangkok
Postcode : 10120
Telephone : 0 2677 2000
Facsimile number : 0 2677 2222

List of auditors : Mr YOOTTAPONG SOONTALINKA
License number : 10604

Information of other key contacts

Name of contact person or department No. 1

Name of contact person or department : Investor Relations
Address/location : 3195/21-29 Rama IV Road
Subdistrict : Klong Ton
District : Klong Toey
Province : Bangkok
Postcode : 10110
Telephone : 033142244

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

Details of legal dispute

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in : No
another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : Yes

Financial institution 1

Financial institution with regular contact : UNITED OVERSEAS BANK (THAI) PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 191 South Sathorn Road, Yan Nawa, Sathon, Bangkok 10120
Telephone : 0-2343-3000

Financial institution 2

Financial institution with regular contact : KRUNG THAI BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 35 Sukhumvit Road, Khlong Toei Nuea, Watthana, Bangkok 10110
Telephone : 0-2255-2222

Financial institution 3

Financial institution with regular contact : KASIKORNBANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 400/22 Phahon Yothin Road, Sam Sen Nai, Phaya Thai, Bangkok 10400
Telephone : 0-2273-1050-55, 0-2273-1060-4, 0-2273-1073-6

Financial institution 4

Financial institution with regular contact : KIATNAKIN PHATRA BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toei Nuea, Watthana, Bangkok 10110
Telephone : 02-165-5555

Financial institution 5

Financial institution with regular contact : THE SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 9 Rutchadapisek Road, Chatuchak, Chatuchak, Bangkok 10900
Telephone : 0-2544-1000

Financial institution 6

Financial institution with regular contact : BANGKOK BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 333 Silom Road, Si Lom, Bang Rak, Bangkok 10500
Telephone : 0-2231-4333

Financial institution 7

Financial institution with regular contact : TMBTHANACHART BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 3000 Phahon Yothin Road, Chom Phon, Chatuchak, Bangkok 10900
Telephone : 0-2299-1111

Financial institution 8

Financial institution with regular contact : GOVERNMENT SAVINGS BANK

Information on the financial institution with regular contact : 470 Phahon Yothin Road, Sam Sen Nai, Phaya Thai, Bangkok 10400
Telephone : 0-2299-8000

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors (“Board”) intends to promote corporate governance in its business operations for the best interest of shareholders and all stakeholders with integrity, fairness, and auditability. Bangchak Sriracha Company Limited has instituted its corporate governance policy in writing as a result of a workshop engaging all employees, in which everyone played a part in contributing ideas for the Company’s practical guidelines. Previously, the Company has focused on cultivating an understanding of corporate governance and awareness of applying such principles in daily life, which has since been ingrained into a corporate culture. The Company has constantly and continuously evolved its corporate governance practices by studying domestic and international governing guidelines for such practices. The Board saw fit to revise the policy annually to provide the Board of Directors, executives, and employees with practical guidelines.

To be in line with the principles of the Corporate Governance Code for List Companies 2017 (“CG Code”) by The Securities and Exchange Commission, Thailand (“SEC”), criteria for the Corporate Governance Report of Thai Listed Companies (“CGR”), the operating standards for Corporate Governance of leading companies, and the changes in the shareholding structure of the Company’s major shareholders, including the corporate governance policies of listed companies in the group of companies, the Board of Directors Meeting No.13/2567 on Wednesday, 18 December 2024 had reviewed and approved the revised Corporate Governance Policy of the Company and deemed it appropriate to promulgate the said policy accordingly.

6 Key Corporate Governance Principles

1. Accountability

Action or decision-making undertaken with care and prudence supported by bona fide rationale as adequate, marked by responsibility for its consequences.

2. Responsibility

Total commitment and dedication to one’s responsibility in the Company’s best interests. This responsibility includes recognizing one’s duty always to learn and enhance one’s competency.

3. Transparency

Commitment to business conduct with integrity, auditability, and transparency, with valid references.

4. Equitable Treatment

Treatment of others fairly and righteously, without discrimination.

5. Vision to Create Long-term Value

Business execution to enable the Company to supplement value to stakeholders and lead it toward inclusive and sustainable growth, including avoidance of any action undermining such value.

6. Ethics

Moral behavior is founded on conscience and propriety and is meant to create virtue and ultimately form the Company’s employee culture of “To be virtuous, knowledgeable, and contributive to society.”

Reference link for the full version of corporate governance policy and guidelines : <https://www.bsrc.co.th/en/corporate-governance/corporate-governance-policy>

6.1.1 Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines regarding the board of directors

Nomination of directors

To nominate Directors, the Company focuses on people with knowledge, capability, experience, sound career profiles, leadership, vision, morality, ethics, and good attitudes toward the organization, who can dedicate adequate time for the Company's benefit. Moreover, consideration was also given to the Board diversity and Board skill matrix to nominate the directors' qualifications by considering skills that have been missing and appropriate qualifications in compliance with the structure of Directors, and in line with the Company's strategic directions. The Company will also use Director Pool from the Thai Institute of Directors (IOD) to nominate directors through transparent procedures to bolster shareholders' confidence.

Determination of director remuneration

Decisions on Directors' remuneration (monthly and meeting allowance and bonuses) align with the Company's long-term strategies and goals. Such compensation is comparable to industry practices, experience, accountability, responsibility, and expected benefits from each Director who has assumed additional duties and responsibilities. The remuneration is enough to attract qualified directors who can complete their duties to achieve a desirable goal and direction for the Company. The remuneration process is transparent and creates shareholders' confidence.

Independence of the board of directors from the management

• Independent Directors

There is a need to ensure that independent directors are critical to good governance, looking after the interests of the Company and its shareholders by imposing checks and balances on Board decision-making and commanding awareness of their duties with due regard for righteousness and free views from any party's influence. The Board, therefore, devised definitions and qualifications of independent directors in the corporate governance policy, with stricter shareholding requirements than those of the SEC and the Stock Exchanges of Thailand ("SET"), that is, 0.5% against the legal maximum of 1% of the total eligible voting shares of the Company, its parent company, subsidiaries, associates, major shareholder or controller, and independent directors' related parties.

• Non-Executive Director and Executive Director

Non-Executive Director means outside directors who are not the Company's executives or employees, nor executive directors, nor authorized directors.

Executive Director means directors who are involved in routine operations and management as well as are authorized directors.

Director development

The Company encourages its Board to undergo additional study and training to enhance its knowledge of Board roles and duties in efficient management under corporate governance. To this end, it applied for IOD memberships on behalf of all directors to benefit from related intelligence and knowledge accrual.

Board performance evaluation

To be in line with the principles of the CG Code by the SET, Thai Institute of Directors ("IOD"), and the Company's Corporate Governance Policy, the Board had set up performance evaluations at least once a year, both in the form of individual assessments (both by self-evaluation and cross-evaluation) for the whole group and sub-committees. This is for the Board of Directors to consider the results and problems for further development of duties. The Board of Directors has provided a standard to be used to compare performance with criteria and is continuously reviewed and improved.

Corporate governance of subsidiaries and associated companies

The Company's runs its businesses through subsidiaries, affiliated companies, and other companies, as detailed under "Shareholding Structure." The Board commands a mechanism for supervising the management and the responsibility of subsidiaries,

associated companies, and other companies to safeguard the interests of the Company's investment. The Board had considered and approved the guidelines for the supervision of joint venture companies have been considered and approved, with effect from 18 December 2024 onwards.

Other guidelines related to the board of directors

Policies and Guidelines on the Board of Directors

As corporate leaders and ultimately responsible parties, the Board of Directors ensures sound long-term business performance and credibility among shareholders and stakeholders in the Company's best interests and forging sustainable business values. Working independently of the management, the Board of Directors is to perform its duties responsibly, care, and integrity while complying with the law, the Company's objectives and regulations, its articles of association, and those of the shareholders' meetings. The Company has set policies and guidelines for the Board of Directors as follows:

Composition of the Board of Directors

- The Board consists of at least five directors and not more than 15 people; not less than half must reside in Thailand. Each director must have the qualifications as required by law and the Company regulations without gender discrimination or any other differences.
- The Board must be composed of a minimum of one-third Independent Directors.
- The Board consists of directors who are knowledgeable, skilful, and experienced in the oil business, retail sales business, energy business, international business, or other related businesses (such as petroleum exploration and production, power generation, and alternative energy, etc.), accounting and finance, Management, legal, organizational development and innovation information technology and digital, social, environmental and Safety, risk and crisis management. At least one member must be knowledgeable or experienced in accounting and finance. At least one non-executive director must possess experience in the core business or industry operated by the Company.
- The Chairman of the Board should be an Independent Director and must not be the same person as the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest company executive officer. Additionally, the Chairman must not hold any position in the appointed Sub-committee (sometimes called Committee) as a segregation duty. If the Chairman is not an Independent Director, the number of Independent Directors must exceed half of the Board; alternatively, an Independent Director must be appointed to decide the Board agenda jointly.
- Each newly elected Director must attend an orientation course to ensure appreciation of objectives, primary goals, vision, missions, corporate values, business characteristics and approach, applicable regulations, corporate governance policy, and other essential information for efficient performance.
- Attend at least one training course organized by the Thai Institute of Directors Association (IOD), such as the Director Accreditation Program (DAP) or Director Certification Program (DCP) or equivalent, to steadily enhance expertise at work.

Board Diversity

The nomination of directors considers diversity in several aspects, including educational background, career experience, skills, and expertise, without regard for gender, age, nationality, origin, religious belief, or other differences.

Board Meetings

- The Board schedules meetings at least once a month (every fourth Wednesday) and as necessary. The meeting schedule and agendas for the year are agreed upon in advance. The invitation letters and relevant accompanying documents are sent to the directors at least three days before each meeting unless there is an urgent need to preserve the Company's rights or benefits. The meeting may be notified by other means, and the meeting date may be set for an earlier date.
- Meetings among non-executives and independent directors occur at least twice a year, as necessary, before board meetings. The intention is to freely discuss various problems regarding management or corporate governance of the company that is in the interest, with subsequent notification to the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest company executive officer so that the management may take action on such matters.
- At least three-quarters of all directors must attend board meetings. Additionally, at least three-fourths of all board members

must vote on an issue.

- Each year, directors should attend no less than 75% of all Board meetings. (Directors should attend meetings at least 9 of 12 times a year)

Terms of Directorship

In every Annual General Meeting (AGM), one-third of the Directors must retire; if this number is not a multiple of three, then the number nearest to one-third. The directors who have completed their terms may be re-appointed. The appropriate term for directorship is no more than three consecutive terms except for when a director is deemed suitable to hold the position for a more extended period. The Board will consider the independence and effectiveness of the director under consideration and defend their decision to the shareholders. Independent directors do not hold their positions for more than three consecutive terms from the date of the first appointment of their independent directorship. The Board will consider their reappointment based on reason and necessity. Currently, the Company has no directors who have held the position of director for more than 3 consecutive terms or 9 consecutive years.

The sub-committees

The Board appoints four committees to consider and conduct corporate governance and is responsible for considering and reviewing the work of the Board. The sub-committees comprise the Audit Committee, the Nomination and Remuneration Committee, the Enterprise-wide Risk Management Committee, and the Sustainability and Corporate Governance Committee.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes
shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business competitors, Suppliers,
stakeholders Creditors, Government agencies, Community and society, Other
guidelines and measures related to shareholders and stakeholders

Shareholders

The policy on shareholders' rights in Section 3.3 of the corporate governance policy is implemented below.

- For the shareholders' meeting, a Record Date for the AGM was set so that shareholders may have enough time to review meeting notices and various data ahead of the meeting.
- Informed the shareholders about two months before the meeting so that they may schedule meeting attendance, which exceeds what is required by law.
- The meeting notices with information for each agenda item and the proxy form were sent to shareholders for consideration in advance.
- Allowed the shareholders to submit queries needing the Company's explanation on certain points of the agenda for the AGM ahead of the meeting since 2 October 2024.
- Facilitated and promoted shareholders' or their proxies' participation. In case the Company held its E-meeting AGM under the Electronics Media-based Meetings Act of 2020 and related laws as well as rules. In use was a registration and vote counting system to increase efficiency, speed and transparency.
- Before the meeting, the Company Secretary clarified the method for voting and vote-tallying for each agenda item and requested shareholders' representatives to witness vote-tallying together with the inspector.
- During the meeting
 - Conducted the meeting by the agenda items sent to the shareholders without adding or switching the agenda items
 - Allowed the shareholders equal rights to express views and pose questions on each agenda item and recorded key concerns and views in the minutes.
- After the meeting

- Publicized the resolutions and vote tallies on each agenda item through the SET's channels and the Company's website by the evening of the meeting date.
- submitted the meeting Minutes to the SET within 14 days as required by the SET, including disclosing the Minutes of the Meeting on its website.

At the 2024 AGM, which was a meeting Via electronic devices (E-AGM) only, and no meeting room was available for a physical meeting. The meeting was using the system of Digital Access Platform Co., Ltd. (DAP), a company within the Stock Exchange of Thailand's group companies. Miss Pornpimol Kongkhuntien, a Legal Specialist Executive, and Mr. Kittithas Sriraksa, a shareholder, were invited as an independent vote-counting auditor to witness the vote-counting together with the Company to check shareholder registration and count vote results for transparency and comply with the laws and the Company's Articles of Association.

Results of Quality Assessment for AGM: 100 points and listed as "Excellent" for the 6th consecutive year in participation of the AGM Quality Assurance evaluation. The evaluation was conducted by the Thai Investors Association (TIA).

Employee

- Places Individual Development Plans (IDPs) to raise staff knowledge and caliber.
- Performance assessment is based on the Balance Scorecard principles whereby all employees have Key Performance Indicators (KPIs) and will be compensated in accordance with their performance.
- Gives competitive and fair compensation, depending on the overall performance of the company, in the short term and the long term. In this regard, each year, the Company will conduct a survey of compensation and welfare benchmarks between the petroleum industry and the related industry, including the surrounding environment, to review and improve the compensation criteria. The Company, moreover, provided staff welfare exceeding what was required by law, which included the provident fund, medical welfare, shuttle-bus service, staff relations activities, as well as an employee club with various recreational activities.

Customer

- The Company is committed to building trust and maximum satisfaction for customers by offering quality products and reliable services, as well as striving to develop the quality of products and services to be even better under conditions of fair treatment and responsibility towards customers.
- The Company is committed to consumers' safety by delivering standard-certified products and providing accurate, adequate information about its products and services.
- The Company also cares and takes into account the safety of consumers by having certifications according to various standards and providing information about products and services that are correct and sufficient without exaggeration that may cause misunderstanding. It also keeps customer information and does not use it for improper purposes.

Policy on customers' confidentiality

Valuing the protection of the personal data of all related parties, including customers, the Company aligns its activities with the Personal Data Protection Act of 2019 and applicable laws. It rolled out the Data Protection Policy and related guidelines, which set guidance for supervising and managing personal data collected, used, or disclosed by the Company. These data must be duly protected and must align with legal requirements. All executives, employees, or temporary hires—including third parties working on behalf of the Company—must strictly abide by these.

The Company pays attention to maintaining the confidentiality and security of personal data. It leverages suitable and adequate technical and management measures to prevent undue losses, access, modification, or disclosure of such data under the Company's custodianship. The Company also regularly reviews the adequacy and suitability of these security measures to ensure the efficiency and effectiveness of personal data security in line with legal requirements. If The Company hires third-party individuals or agencies to compile these data on its behalf, there must be an agreement governing such compilation to control activities and prevent such third parties from unduly collecting, using, or disclosing such data provided or transferred by The Company.

For all related parties, including customers, the Company develops and discloses a Privacy Statement to provide detailed personal

data collected by the Company, objectives and legal bases for the compilation, and storage period, third parties are allowed by The Company to keep or disclose such data, rights of data owners, channels and procedures for exercising rights, and contact details for reaching the Company or personal data controller officials. These have been put on the website at: <https://www.bsrc.co.th/storage/document/corporate/bsrc-policy-data-protection-th.pdf>

Business competitors

The Company conducts business with ethics, transparency, and engages in fair competition with its competitors under the guidance of fair competition. It does not seek to find information about Competitors through dishonest or inappropriate means, for example, bribing a competitor's employees. The Company does not engage in slander or discrediting its competitors. In 2024, the Company has no disputes with competitors.

Suppliers

- The Company has a suppliers' code of conduct and a policy to select and treat Suppliers/ Contractors with equality and fairness. It has produced a "Business Contact" manual and drawn up a "Dealer/Station Operator Policy" for distribution to business contacts and dealers/station operators so that they may have a proper understanding and strictly comply with the Company's corporate governance and business ethics. The Company also firmly adheres to contract provisions. Whenever any condition cannot be complied with, the Company urgently informs Suppliers/Contractors in advance to jointly solve problems.
- The Company has defined strict criteria for Supplier/Contractor selection to bolster fair and equal procurement procedures without violating human rights. It invites those qualified to register with it. Qualified companies are allowed to make offers to compete with others in the same business. The procurement committee then proceeds with the selection, based on price and technical aspects.

Creditors

The Company treats its creditors fairly, responsibly, and transparently and seeks to fulfill all its contractual and financial obligations, especially guarantee conditions, capital management, and payment, collaterals, potential obligations and debts, as well as appropriate capital structure management to ensure creditors of its financial status and ability of repayment. If it cannot fulfill one or more of its obligations, it must notify creditors in advance so that a resolution can be mutually agreed.

Government agencies

In conducting its business, the Company shows due regard for duties and responsibility in line with society, the environment, and the good of all. It is committed to treating all stakeholders—shareholders, employees, customers, business partners, competitors, the public sector, and communities around the refinery—in line with their respective needs.

Community and society

- The Company conducts its business with adherence to environmental management standards, such as ISO 14000. The Company considers health and safety and the environment an integral part of the business and has written guidelines on health, safety and the environment for the Directors, Executives, and employees to uphold. The Company also disseminated information for neighbors around the refinery to receive the Company's news as well as organized activities for communities and support assistance on various occasions.
- Environmental stewardship
 - Internally, the Company campaigned on reducing printing jobs or photocopying and reliance on electronic communication means instead of paper, including printing on both pages instead of one. It modified business processes to electronic, while educating employees on occupational health, safety, and energy, as well as providing knowledge and training for employees on occupational safety, health, and environment, as well as energy.
 - External efforts by arranging for E-Procurement for business partners in making offers in procurement and E-Complaint for customers in filing their complaints or making recommendations, to reduce the use of paper.

Other guidelines and measures related to shareholders and stakeholders

The Company's Role toward Stakeholders

The Company is committed to looking after stakeholders whose rights are provided by applicable laws. The Board of Directors establishes a process promoting cooperation between the Company and stakeholders in creating wealth, financial security, and business sustainability. The Board of Directors recognizes and values the rights of stakeholders as defined by laws, human

rights, and fair labour treatment to ensure that the stakeholders' rights are protected and well-treated. It also establishes suitable communication channels for all stakeholders and whistleblowing channels for employees and other stakeholders so that stakeholders may more efficiently participate in maintaining the Company's interests as follows:

1. Responsibility to the shareholders
2. Responsibility to employees
3. Responsibility to customers
4. Responsibility to business partners
5. Responsibility to competitors
6. Responsibility to creditors
7. Responsibility to the public sector
8. Responsibility to communities around the refinery, society, and the environment

• **Disclosure of Information and Transparency**

The Company discloses key information, whether financial or non-financial, accurately through readily accessible channels that are equitable and credible. The Company is committed to the fair disclosure of information to the shareholders, financial institutions, securities companies, investors, those needing financial information, and the public. It highly values communication practices that are open, complete, accurate, timely, and regular for past information and future value addition without bias against positive or negative information. The Company recognizes the need to maintain sensitive information for critical business information and operating strategies. This policy aligns with the SET and SEC criteria and terms for information disclosure.

• **Safety, Health, Environment, and Energy ("SHEE")**

The Company values the stewardship of safety, occupational health, the environment, and energy to ensure that all activities fall under an international-standard management system that does not harm the environment, society, and communities. The Company is committed to raising its management excellence through the approach of the Thailand Quality Awards, which values social responsibility, protection of health, safety, and the environment, and business conduct and employees. In addition, the Company values resource conservation, which encompasses all activities, products, and services—all with key business roles, loss prevention, and compliance with the law and public regulations. Viewing these regulations as opportunities for improvement over and beyond what needs to be complied with, the Company devises the SHEE policy, and all executives and rank-and-file employees—including all contractors working on behalf of the Company—are held directly responsible for SHEE policy.

• **Risk management, internal control, and internal audit**

The Company has established risk management, internal control systems, and internal audits to enable the business to achieve its objectives while complying with related laws and regulations and lowering corruption-related risks. An internal audit system is in place to ensure the achievement of the Company's goals.

Anti-Corruption

The Company has defined business ethics against corruption in every form, including the CG Day activities of the Company group every year, and integrated ethics into the corporate governance policy. Also, it has waged a campaign to stress anti-corruption within the Company. At the same time, the Company has integrated the anti-corruption policy into its corporate governance policy to reiterate its intention to operate the business by abiding by the law and regulations relevant to corporate governance, refusing all forms of fraud and covering all businesses in all applicable countries and agencies. It has defined anti-corruption measures to implement the policy, regularly reviews the policy to comply with changes in laws and business circumstances, and upholds the Company's reputation by ensuring that directors, executives, and employees implement them. The relevant implementation measures apply to all subsidiaries, associated companies, or other companies that the Company controls, as well as its business agents. The Company is committed to preventing corruption and is considering applying for membership Certification for participation in the Thai Private Sector Collective Action Against Corruption (CAC). In addition, the Company is aware of the importance of expanding a transparent business network, and there is a policy to encourage business partners to join the CAC project as well.

Anti-Corruption Practice

The Company's anti-corruption policy and compliance program are based on global standards, which meet stringent US, UK and EU standards. While these have always been part of the Company's way of doing business, the Company formalized the policy and programs in 2011 and 2012. The Company's board of directors adopted the Anti-Corruption policy in November 2011 and added it to its Standards of Business Conduct so it is explicit to all employees and stakeholders. The Company's Chairperson formally endorsed a consolidated Anti-Corruption Compliance Program in November 2012, setting out the practical framework, which contains six (6) elements as follows:

1. Management Leadership and Accountability
2. Assessment of Risk
3. Prevention and Detection Procedures and Measures
4. Communication of Policies and Procedures
5. Training
6. Assessment of Effectiveness

In each element of the aforesaid framework, the management is required to oversee as follows:

- Provide visible leadership and be accountable for the Company's anti-corruption efforts;
- Continually assess anti-corruption risks in the Company's operations and businesses, review these with legal counsel as necessary, and take appropriate mitigation or corrective action to reduce potential risk;
- Have in place appropriate controls and procedures to detect and prevent corruption
- Regularly communicate the Company's anti-corruption policy, guidelines and programs to employees;
- Provide regular training in all applicable anti-corruption laws, including the US Foreign Corrupt Practices Act (FCPA), United Kingdom Bribery Act, and Thai anti-corruption laws, to ensure consistent understanding among all employees
- Conduct regular internal audits and internal self-assessments to help ensure rigorous enforcement of the Company's ethical standards.

The Company guidelines provide detailed explanations and practical rules for complying with the relevant policies and avoiding conflicts between the Company's interests and those of officers and employees, whether real or apparent.

In particular, these policies and guidelines seek to prevent corruption, and uphold the integrity of the Company in all its operations and businesses without exception. For example, The Gifts and Entertainment Guidelines define the scope of "gifts" and "entertainment", the review and approval requirements for providing and receiving gifts and entertainment, and acceptable business contexts for providing and receiving gifts and entertainment. Another example is the Guidelines for Interaction with Government Officials, which defines "Government Officials" as well as "gifts", "entertainment", and "hosting" offered or provided to Government Officials and the review and approval requirements for the same. It should be noted that the gift of cash or cash equivalents of any nature is strictly prohibited, as is facilitating payments of any kind. Further, high-value entertainment and hosting are subject to additional rules and stricter review processes.

Failure to behave honestly to comply with the law, the Company's policies, and the Company's internal controls may result in disciplinary action, up to and including separation. No one in the Company has the authority to make exceptions or grant waivers to the Company's foundation policies.

The Company also enforces these ethical standards with contractors and third parties acting on our behalf. Contractors and third parties acting on behalf of the Company are prohibited from making payments to or engaging in transactions with government officials that improperly influence the proper performance of their official duties. The Company makes efforts to include in all procurement contract requirements to keep accurate books and records and, where appropriate, contains anti-bribery commitments from our vendors and suppliers.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company commands written codes of conduct as part of the Corporate Governance Policy, regarded as its definition of business standards and personnel behavior, and the governance of its key corporate culture. The codes of conduct state guidelines for good practices reflecting awareness of responsibility and work ethics, which are linked to and support the Company's vision, objectives, goals, and strategies. As role models and CG leaders, the Board ensures that management commands tools for establishing and driving a corporate culture firmly underlined by ethics and a code of conduct in all work processes. The Company's Codes of Conduct consists of:

- **Respect for the law and human rights principles**

The Company values and is committed to compliance with the law in all its operations worldwide. Employees strictly honor each locality's laws, customs, traditions, and culture. In addition, they honor human rights principles under international regulations and standards.

- **Anti-corruption of all forms**

Conduct business with a commitment to opposing corruption of all forms. Institute a risk management process and scrutiny to prevent and suppress corruption and malfeasance. Support establishing a company culture where people are firmly committed to integrity and ethics.

- **Moral and ethical behavior at every organizational level**

Morality and ethics are important elements of good corporate governance principles. It is the work ethic at every level of the organization.

- **Responsibility to society and stakeholders**

In conducting its business, the Company shows due regard for duties and responsibility in line with society, the environment, and the good of all. It is committed to treating all stakeholders—shareholders, employees, customers, business partners, competitors, the public sector, and communities around the refinery—in line with their respective needs.

- **Strive for excellence**

The Company is committed to upgrading its standards for management excellence under international standards criteria by promoting, for optimal outcomes, its business and employees' performance to the best of their abilities. Also, it constantly drives curiosity and innovation.

- **Transparency and disclosure of information**

Management, accounting, and financial reports are properly conducted in full to comply with laws and regulations and international standards. Additionally, key company-related information, including financial and non-financial data, is disclosed accurately, completely, fair and reliable channels.

Reference link for the full version of business code of conduct : <https://www.bsrc.co.th/en/corporate-governance/corporate-governance-policy>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of misuse of inside information, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality,

Prevention of misuse of inside information

Conflicts of Interest Policy

It is the policy of Bangchak Sriracha Public Company Limited ("Company") that directors, officers, and employees are expected to avoid any actual or apparent conflict between their own personal interests and the interests of the Company. A conflict of interest can arise when a director, officer, or employee takes actions or has personal interests that may interfere with his or her objective and effective performance of work for the Company. For example, directors, officers, and employees are expected to avoid actual or apparent conflict in dealings with suppliers, customers, competitors, and other third parties. Directors, officers, and employees are expected to refrain from taking for themselves opportunities discovered through their use of corporate assets or through their positions with the Company. Directors, officers, and employees are expected to avoid securities transactions based on material, nonpublic information learned through their positions with the Company. Directors, officers, and employees are expected to refrain from competing with the Company.

Anti-corruption

Anti-Corruption Policy

It is the policy of Bangchak Sriracha Public Company Limited ("Company") that directors, officers, employees and third parties acting on its behalf are prohibited from offering or paying, directly or indirectly, any bribe to any employee, official, or agent of any government, commercial entity, or individual in connection with the business or activities of the Company. A bribe for purposes of this policy is any money, goods, services, or other thing of value offered or given with the intent to gain any improper advantage for the Company.

No director, officer, employee, or third party should assume that the Company's interest ever requires otherwise.

Whistleblowing and Protection of Whistleblowers

Whistle Blowing Policy

1. Principles of good corporate governance for listed companies require the committee to proceed as follows.

1.1 Establish a channel for reporting clues or complaints about illegal activities or ethics or incorrect financial reporting or a defective internal control system, such as through independent directors or audit committee.

1.2 There is a mechanism to protect whistleblowers, such as not disclosing the name of the whistleblower.

1.3 Determine the process for acting after someone reports a clue.

- Data Verification
- Reporting process to the committee

2. To continuously maintain standards of compliance with the principles of good corporate governance at the same standard as other leading companies, Bangchak Sriracha Public Company Limited ("Company") has established guidelines for whistleblowing and mechanisms for protecting whistleblowers as follows:

Matters that receive clues or complaints.

- It is a violation of the law, corruption, company regulations, policies, or violation of the ethics of employees and executives.
- Irregularities in financial reports Defective internal control system
- It is a matter that affects benefits or the reputation of the company.

Channels for reporting clues or complaints

Electronic mail to iabsrc@bangchak.co.th or

Postal mail to Internal Audit Department at the Company's address

Methods of operation are as follows:

1. Registration

The Internal Audit Department receives complaints and consider determining the type of story to deliver to the Senior Executive Vice President and/or the highest responsible person of the business line that the complainant belongs to.

2. Monitoring and collecting information

Senior Executive Vice President and/or the highest responsible person of the business line is considered or assigned to the commander or the head of the department of the person being complained check the accuracy and adequacy of the information, including all facts.

3. Investigation

Senior Executive Vice President and/or the most responsible person of the business line should take it to the Chief Executive Officer and/or the President to acknowledge and consider the investigation guidelines, including the need to set up a special investigative committee, to carry out the investigation by considering to be in line with the company's regulations.

4. Notification of results to whistleblowers

When the investigation process has been completed the results of the investigation and actions to be taken against the complainant must be submitted to the Internal Audit Department Manager or assigned person to inform the summary results to the whistleblowers and keep all related files confidential.

5. Reporting to the committee.

The Internal Audit Department presents a summary of the matters raised or complained and proceeding to the Audit Committee for information.

Principles of operation

Implementation at every step must be treated as confidential, acknowledged only by the assigned personnel directly involved. The identity of the whistleblower or complainant must remain undisclosed under all circumstances. Strict adherence to this protocol is mandatory.

Mechanism for protecting whistleblowers.

- Create a database system to keep information of whistleblowers secret. and impose penalties for the officials responsible for such information when the information is disclosed.
- Access to the database must be accessible only to executives at the level of Executive Vice President.
- It is considered the duty of the supervisor or head of the department of every person who is complained of. in using discretion to give orders that are appropriate to protect the complainant Witnesses and persons providing information in investigations. Investigate so as not to suffer harm or unfairness resulting from complaints, testimony, or provision of information.

Benefits you will receive from reporting clues or complaints.

Any unethical or illegal action of the company's employees or irregularities in financial reports Defective internal control system Including matters that affect benefits, or the reputation of the company will cause damage to the company in terms of negative effects on the image and credibility of the company. As well as creating a risk of financial burden that may increase in the future. In this regard, the company's employees and other stakeholders have already participated in the monitoring. It will have good results for both the company, employees, and stakeholders. Have a good image and credibility to be an organization that develops sustainably.

Preventing the misuse of inside information

To maintain the confidentiality of and to procure that the recipient of information keeps the confidentiality of confidential information and any Market Sensitive Information; not to use inside or confidential information of the Company or its affiliates for personal gain or the other's benefit in an improper manner.

In the event of inside information impacting the price of securities, the Company has established an Insider List System and defined a blackout period for trading for the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad and/or Target Company (Target Company) listed on stock exchanges of Thailand and abroad.

Insiders are prohibited from trading such securities until an expiry of at least one day after such information is disclosed to the public.

Money laundering prevention

The Company is committed to complying in full with all applicable anti-money laundering laws. The Company will only get involved in legitimate business activities with funds derived from legitimate sources. The Company is determined to prevent the Company from falling into any cycle of money laundering and will not tolerate or support any acts of money laundering, including concealing, conversion, transfer, or the handling of illegitimate assets. Also, accurate accounts and records of all transactions, financial facts, and assets must be professionally and properly maintained as stipulated by applicable laws

Gift giving or receiving, entertainment, or business hospitality

Gifts and Entertainment Policy

It is the policy of Bangchak Sriracha Public Company Limited (“Company”) to base commercial decisions on commercial criteria. That policy serves the Company's business interests and fosters constructive relationships with organizations and individuals doing business, or seeking to do business, with the Company. In many cultures, those constructive relationships may include incidental business gifts and entertainment. Directors, officers, employees, and third parties acting on behalf of the Company providing or receiving third party gifts and entertainment in their company capacities are expected to exercise good judgment in each case, taking into account pertinent circumstances, including the character of the gift or entertainment, its purpose, its appearance, the positions of the persons providing and receiving the gift or entertainment, the business context, reciprocity, and applicable laws and social norms. Gifts and entertainment must not be intended to create an improper advantage for the Company.

All expenditures for gifts and entertainment provided by the Company must be accurately recorded in the books and records of the Company.

Compliance with laws, regulations, and rules

The Company values and is committed to compliance with the law in all its operations worldwide. Employees strictly honor each locality's laws, customs, traditions, and culture. In addition, they honor human rights principles under international regulations and standards.

Information and assets usage and protection

Corporate Assets Policy

It is the policy of Bangchak Sriracha Public Company Limited (“Company”) that directors, officers, and employees are expected to protect the assets of the Company and use them efficiently to advance the interests of the Company. Those assets include tangible assets and intangible assets, such as confidential information of the Company or personal information held by the Company. No director, officer, or employee should use or disclose at any time during or subsequent to employment or other service to the Company, without proper authority or mandate, personal or confidential information obtained from any source in the course of the Company's business. Examples of confidential information include nonpublic information about the Company's plans, earnings, financial forecasts, business forecasts, discoveries, competitive bids, technologies, and personnel.

Environmental management

Environment Policy

It is policy of Bangchak Sriracha Public Company Limited (“Company”) to conduct its business in a manner that is compatible with the balanced environmental and economic needs of the communities in which it operates. The Company is committed to continuous efforts to improve environmental performance throughout its operations. Accordingly, the Company's policy is to:

- comply with all applicable environmental laws and regulations and apply responsible standards where laws and regulations do not exist.
- encourage concern and respect for the environment, emphasize every employee's responsibility in environmental performance, and foster appropriate operating practices and training.

- work with government and industry groups to foster timely development of effective environmental laws and regulations based on sound science and considering risks, costs, and benefits, including effects on energy and product supply.
- manage its business with the goal of preventing incidents and of controlling emissions and wastes to below harmful levels; design, operate, and maintain facilities to this end.
- respond quickly and effectively to incidents resulting from its operations, in cooperation with industry organizations and authorized government agencies.
- conduct and support research to improve understanding of the impact of its business on the environment, to improve methods of environmental protection, and to enhance its capability to make operations and products compatible with the environment.
- communicate with the public on environmental matters and share its experience with others to facilitate improvements in industry performance.
- undertake appropriate reviews and evaluations of its operations to measure progress and to foster compliance with this policy.

Human rights

The Company values and is committed to compliance with the law in all its operations worldwide. Employees strictly honor each locality's laws, customs, traditions, and culture. In addition, they honor human rights principles under international regulations and standards.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of conduct

The Company has well-established "Standards of Business Conduct" consisting of policies and guidelines regarding ethical behavior in all aspects of its operations and business, and these Standards of Business Conduct apply to all officers and employees, without exception.

The Company's Standards of Business Conduct contain 32 foundational policies as follows:

1. Corporate Governance Policy
2. Ethics Policy
3. Conflicts of Interest Policy
4. Corporate Assets Policy
5. Directorships Policy
6. Gifts and Entertainment Policy
7. Anti-corruption Policy
8. Political Activities Policy
9. International Operations Policy
10. Antitrust Policy
11. Health Policy
12. Environment Policy
13. Safety Policy
14. Product Safety Policy
15. Customer Relations and Product Quality Policy
16. Alcohol and Drug Use Policy
17. Equal Employment Opportunity Policy
18. Harassment in the Workplace Policy
19. Sustainability Policy
20. Biodiversity Policy
21. Personal Data Protection Policy
22. Enterprise-wide Risk Management Policy
23. Energy Management Policy

- 24. Intellectual Property Management Policy
- 25. Accounting Policy
- 26. Tax Policy
- 27. Human Resources Policy
- 28. Procurement Policy
- 29. Information Technology Security Policy
- 30. Business continuity management Policy
- 31. Whistle Blowing Policy
- 32. Treasury Policy

Code of Conduct for Business

The Company commands written codes of conduct as part of the Corporate Governance Policy, regarded as its definition of business standards and personnel behavior, and the governance of its key corporate culture. The codes of conduct state guidelines for good practices reflecting awareness of responsibility and work ethics, which are linked to and support the Company's vision, objectives, goals, and strategies. As role models and CG leaders, the Board ensures that management commands tools for establishing and driving a corporate culture firmly underlined by ethics and a code of conduct in all work processes. The Company's Codes of Conduct consists of:

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : No
networks

6.3 Material changes and developments in policy and corporate governance system over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

The Board recognizes the importance of upgraded corporate governance (CG) practices to become comparable with leading domestic and international companies, which would benefit its pursuit of sustainable growth. It, therefore, annually reviews the suitability and adequacy of the policy and guidelines for its CG and code of conduct to align with its business model and prevailing circumstances, which include laws, rules, guidelines, and stakeholders' views.

In 2024, the Company's Board of Directors reviewed and considered the policies, practices and corporate governance system. They concluded that in order to align with the principles of the Corporate Governance Code for List Companies 2017 ("CG Code") by the best practices of The Securities and Exchange Commission, Thailand ("SEC"), criteria for the Corporate Governance Report of Thai Listed Companies ("CGR"), as well as the operating standards for Corporate Governance of leading companies in corporate governance, and the changes in the shareholding structure of the Company's major shareholders, including the corporate governance policies of listed companies within the group of companies, the Board of Directors Meeting No.13/2568 on Wednesday, 18 December 2024 had reviewed and approved the revised Corporate Governance Policy of the Company and deemed it appropriate to promulgate the said policy further.

In addition, the Company has revised its corporate governance policy regarding the retention of inside information impacting the price of securities. The Company has established an Insider List System and defined a blackout period for trading for the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad and/or Target Company (Target Company) listed on stock exchanges of Thailand and abroad. Insiders are prohibited from trading such securities until an expiry of at least one day after such information is disclosed to the public. This is to be strictly adhered to.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The Board reviewed the 2017 Corporate Governance Code for List Companies 2017 ("CG Code") issued by the SEC and recognized its role as corporate leaders in applying the CG Code to create sustainable business value. The Board has also assessed the implementation to comply with each item of the Company's Corporate Governance policies, CG practices, and business context, concluding that its overall policies, measures, and business processes aligned with CG Code guidelines and proved appropriate for its business growth directions. There are no issues that have not been addressed.

6.3.3 Other corporate governance performance and outcomes

With the determination and firm intention to operate based on good corporate governance principles, the Company has been ranked and awarded for its corporate governance. As a result, the Company received a 5-star rating, "Excellent" in the Corporate Governance Report of Thai Listed Companies (CGR) evaluation for the first year from the announcement of the results of the Corporate Governance Report of Thai Listed Companies 2024 of Thai Listed Companies in 2024, organized by the Thai Institute of Directors Association (Thai IOD), with support from the Stock Exchange of Thailand.

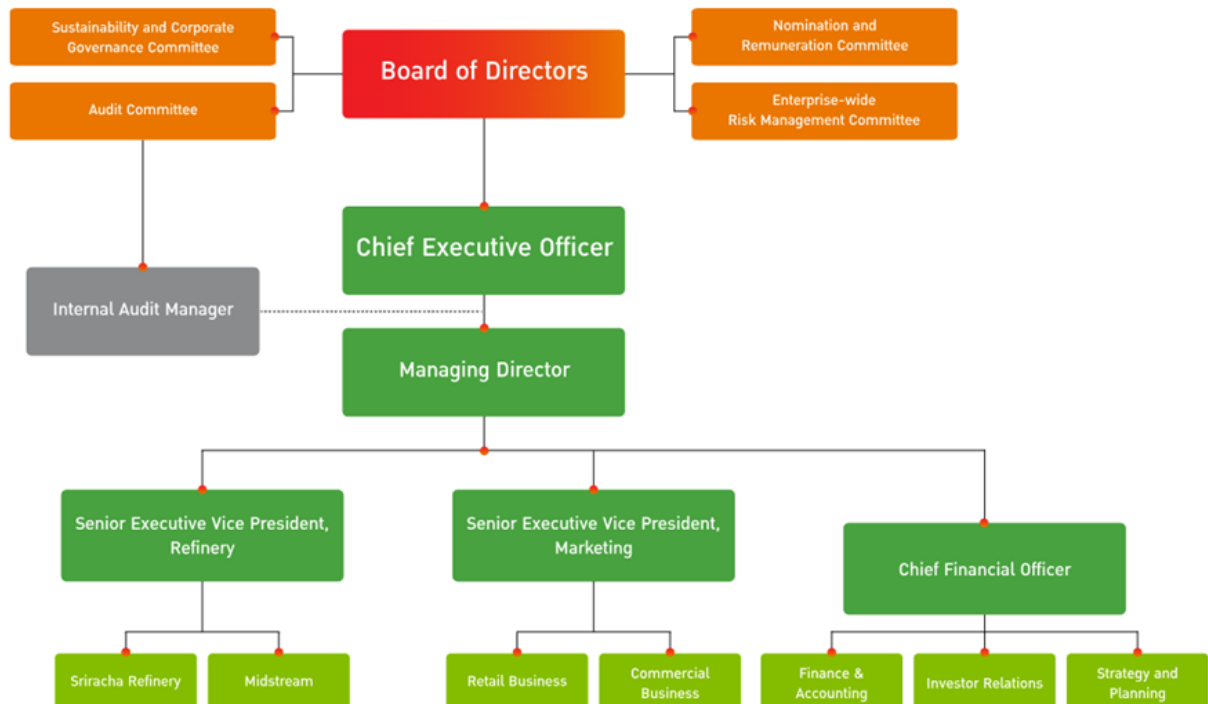
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 January 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

| | Number (persons) | Percent (%) |
|---|------------------|-------------|
| Total directors | 12 | 100.00 |
| Male directors | 9 | 75.00 |
| Female directors | 3 | 25.00 |
| Executive directors | 1 | 8.33 |
| Non-executive directors | 11 | 91.67 |
| Independent directors | 7 | 58.33 |
| Non-executive directors who have no position in independent directors | 4 | 33.33 |

7.2.2 The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>1. Mr. SUTHEP WONGVORAZATHE</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> | <p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | Business Administration, Economics, Banking, Finance & Securities, Petrochemicals & Chemicals |
| <p>2. Mr. SOMCHAI KUVIJITSUWAN</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Barrister</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Vice-chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 15 Dec 2023 | Business Administration, Law, Audit, Governance/ Compliance, Internal Control |
| <p>3. Ms. PRACHIT HAWAT</p> <p>Gender: Female</p> <p>Age : 66 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management Information Systems,</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p> | 30 Nov 2017 | Accounting, IT Management, Risk Management, Audit, Governance/ Compliance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>4. Mr. VEERASAK KOSITPAISAL</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p> | 13 Mar 2023 | <p>Energy & Utilities, Petrochemicals & Chemicals, Corporate Management, Risk Management, Audit</p> |
| <p>5. Mr. BUNDIT HANSAPAIBOON</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | <p>Business Administration, Petrochemicals & Chemicals, Energy & Utilities, Engineering, Leadership</p> |
| <p>6. Mr. SOMCHAI TEJAVANJA</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | <p>Business Administration, Marketing, Corporate Management, Risk Management, Energy & Utilities</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>7. Ms. PHATPUREE CHINKULKITNIVAT</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | Economics, Banking, Accounting, Finance, Information & Communication Technology |
| <p>8. Mr. PHANTONG LOYKULNANTA</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | Business Administration, Economics, Finance, Risk Management, Law |
| <p>9. Ms. KHAISRI UTAIWAN</p> <p>Gender: Female</p> <p>Age : 68 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 31 Aug 2023 | Business Administration, Economics, Law, Internal Control, Governance/ Compliance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>10. GEN. WARAKIAT RATTANANONT</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 31 Aug 2023 | <p>Law, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance</p> |
| <p>11. Pol.Lt.Gen. CHAIWAT CHOTIMA</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 31 Aug 2023 | <p>Business Administration, Energy & Utilities, Commerce, Law, Human Resource Management</p> |
| <p>12. Mr. SURACHAI KOSITSAREEWONG</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p> | 10 Apr 2024 | <p>Economics, Finance, Accounting, Corporate Management, Business Administration</p> |

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple

List of board of directors who resigned / vacated their position during the year

| List of directors | Position | Date of resignation / termination | Replacement director |
|---|--|-----------------------------------|---|
| <p>1. Mrs. RATRIMANI PASIPHOL</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> | 10 Apr 2024 | <p>Mr. SURACHAI KOSITSAREEWONG</p> <p>Appointment date of replacement director : 10 Apr 2024</p> |
| <p>2. Mr. BUNDIT HANSAPAIBOON</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> | <p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> | 1 Jan 2025 | <p>Mr. Anuwat Rungruangrattanaagul</p> <p>Appointment date of replacement director : 1 Jan 2025</p> |

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the company's certificate of registration |
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|---|
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|---|

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the company's certificate of registration |
|----------------------------------|---|---------------------|-------------------------|-----------------------|---|---|
| 1. Mr. SUTHEP WONGVORAZATHE | Chairman of the board of directors | | ✓ | ✓ | | ✓ |
| 2. Mr. SOMCHAI KUVIJITSUWAN | Vice-chairman of the board of directors | | ✓ | ✓ | | |
| 3. Ms. PRACHIT HAWAT | Director | | ✓ | ✓ | | |
| 4. Mr. VEERASAK KOSITPAISAL | Director | | ✓ | ✓ | | |
| 5. Mr. BUNDIT HANSAPAIBOON | Director | ✓ | | | | ✓ |
| 6. Mr. SOMCHAI TEJAVANIJA | Director | | ✓ | | ✓ | ✓ |
| 7. Ms. PHATPUREE CHINKULKITNIVAT | Director | | ✓ | | ✓ | ✓ |
| 8. Mr. PHANTONG LOYKULNANTA | Director | | ✓ | | ✓ | |
| 9. Ms. KHAISRI UTAIWAN | Director | | ✓ | ✓ | | |
| 10. GEN. WARAKIAT RATTANANONT | Director | | ✓ | ✓ | | ✓ |
| 11. Pol.Lt.Gen. CHAIWAT CHOTIMA | Director | | ✓ | ✓ | | ✓ |
| 12. Mr. SURACHAI KOSITSAREEWONG | Director | | ✓ | | ✓ | |
| Total (persons) | | 1 | 11 | 7 | 4 | 6 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|---|------------------|-------------|
| 1. Economics | 5 | 41.67 |
| 2. Banking | 2 | 16.67 |
| 3. Finance & Securities | 1 | 8.33 |
| 4. Petrochemicals & Chemicals | 3 | 25.00 |
| 5. Energy & Utilities | 4 | 33.33 |
| 6. Commerce | 1 | 8.33 |
| 7. Information & Communication Technology | 1 | 8.33 |

| Skills and expertise | Number (persons) | Percent (%) |
|-------------------------------------|------------------|-------------|
| 8. Law | 5 | 41.67 |
| 9. Marketing | 1 | 8.33 |
| 10. Accounting | 3 | 25.00 |
| 11. Finance | 3 | 25.00 |
| 12. Corporate Social Responsibility | 1 | 8.33 |
| 13. Human Resource Management | 1 | 8.33 |
| 14. Sustainability | 1 | 8.33 |
| 15. IT Management | 1 | 8.33 |
| 16. Corporate Management | 3 | 25.00 |
| 17. Engineering | 1 | 8.33 |
| 18. Leadership | 1 | 8.33 |
| 19. Risk Management | 5 | 41.67 |
| 20. Audit | 3 | 25.00 |
| 21. Internal Control | 2 | 16.67 |
| 22. Governance/ Compliance | 4 | 33.33 |
| 23. Business Administration | 8 | 66.67 |

Information about the other directors

The chairman of the board and the highest-ranking executive : No
are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking executive : No
are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director to : No
determine the agenda of the board of directors' meeting

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Yes
directors and the Management

Methods of balancing power between the board of directors : Increasing the proportion of independent directors to more than
and Management half

The Board of Directors and the management perform in the best interests of the Company and its shareholders under a clear, balanced, and accountable management structure. The Board monitors and ensures that the management implements its policies, plans, and strategies and that there is a clear distinction of roles and responsibilities between the Board and the management. The Board appoints sub-committees to consider significant matters, consisting of the Audit Committee, Nomination and Remuneration Committee, Corporate Governance Committee, and Enterprise-wide Risk Management Committee. The Acting Chief Executive Officer is the top executive.

7.2.3 Information on the roles and duties of the board of directors

1. Carry out duties under laws, objectives, and regulations of the Company as well as resolutions of shareholders' meetings with honesty, protect the Company's benefit, and have accountability to the shareholders.

2. Recognizing the role and responsibility of the Board of Directors as organisational leaders in creating sustainable value for the business. (Establish Clear Leadership Roles and Responsibilities of the Board)

2.1 The Board should demonstrate a thorough understanding of its leadership role, assume its responsibilities in overseeing the Company, and strengthen good governance, including:

- (1) defining objectives;
- (2) determining means to attain the objectives; and
- (3) monitoring, evaluating, and reporting on performance.

2.2 To achieve sustainable value creation, the Board should exercise its leadership role and pursue the following governance outcomes:

- (1) competitiveness and performance with long-term perspective);
- (2) ethical and responsible business;
- (3) good corporate citizenship; and
- (4) corporate resilience.

2.3 The Board should ensure that all directors and executives perform their responsibilities in compliance with their duty of care and duty of loyalty and that the Company operates in accordance with applicable laws, regulations and shareholder meeting resolutions

2.4 The Board should understand the scope of its duties and responsibilities of the division of the board and clearly define the delegation of authority and responsibilities to the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer and management. Additionally, the Board should oversee and ensure that the management fulfils their assigned duties effectively.

3. Define Objectives that Promote Sustainable Value Creation:

3.1 The Board should define objectives that promote sustainable value creation and governance outcomes as a framework for the operation of the Company. The objectives and goals are consistent with creating value for the whole business, Stakeholder customers and society as a whole.

3.2 The Board should ensure that the Company's annual and medium-term objectives, goals, and strategies are consistent with the long-term objectives while utilizing innovation and technology effectively.

4. Strengthen Board Effectiveness:

4.1 The Board should be responsible for determining and/or reviewing the Board structure, in terms of size, composition, and the proportion of independent directors so as to ensure its leadership role in achieving the Company's objectives.

4.2 The Board should select an appropriate person as the chairman and ensure that the board composition and performance serve the best interest of the Company, enabling the board to make its decisions as a result of exercising independent judgement on corporate affairs.

4.3 The Board should ensure that the policy and procedures for the selection and nomination of directors are clear and transparent, resulting in the desired composition of the board.

4.4 When proposing director remuneration for shareholders' approval, the Board should consider whether the remuneration structure and rates are appropriate for the directors' respective roles and responsibilities and provide incentives for the Board to lead the Company toward achieving, both in the short-term and long-term.

4.5 The Board should oversee that all directors fulfil their responsibilities and allocate sufficient time to perform their duties and responsibilities effectively.

4.6 The Board should ensure that there is a framework and mechanism for overseeing the policies and operation of subsidiaries and other significant investments at an appropriate level for each entity. Additionally, subsidiaries and other invested businesses should have a clear and consistent understanding of these governance principles.

4.7 The Board should conduct an annual performance evaluation of the board, its sub-committees, and each individual director. The evaluation results should be used to strengthen the effectiveness of the board.

4.8 The Board should ensure that the Board and each individual director have a clear understanding of their roles and responsibilities, the nature of the business, and the laws relevant to the business operations. Additionally, the Board should encourage continuous development of skills and knowledge for all directors to effectively perform their duties.

4.9 The Board should ensure that the Board's operations are conducted smoothly, with access to necessary information, and that there is a Company secretary with the required knowledge and experience in accordance with the Securities and Exchange Act to

support the Board's activities.

5. Ensure Effective CEO and People Management:

5.1 The Board should ensure that the nomination and development of the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer and key executives possess the necessary knowledge, skills, experience, and characteristics to drive the Company toward its objectives. 5.2 The Board should oversee the establishment of an appropriate compensation structure and performance evaluation system.

5.3 The Board should understand the shareholder structure and relationships, which may impact the management and operations of the Company.

5.4 The Board should oversee the management and development of personnel to ensure an adequate number of employees with the appropriate knowledge, skills, experience and motivation.

6. Nurture Innovation and Responsible Business

6.1 The Board should prioritize and promote innovation that creates value for the business while also benefiting customers or stakeholders, with a commitment to social and environmental responsibility.

6.2 The Board should oversee and ensure that the management conducts business with social responsibility, integrating these principles into the operational plan. This ensures that all departments and functions in the Company align with the Company's objectives, key goals, and strategic plan.

6.3 The Board should ensure that management allocates and manages resources efficiently and effectively throughout all aspects of the value chain to achieve the Company's objectives and key goals of sustainability.

6.4 The Board should establish a framework for the governance of IT corporations that is aligned with the Company's business needs. Additionally, they should ensure the adoption of information technology to enhance business opportunities, improve operations, and manage risks, enabling the Company to achieve its objectives and key goals.

7. Strengthen Effective Risk Management and Internal Control

7.1 The Board should ensure that the Company has a risk management and internal control system in place that enables the achievement of objectives effectively and goals and that operations are conducted in compliance with applicable laws and standards.

7.2 The Board must establish an audit committee that can perform its duties effectively and independently.

7.3 The Board should manage and monitor potential conflicts of interest that may arise between the Company, management, the Board, and shareholders. This includes preventing the inappropriate use of corporate assets, information, and opportunities, including inappropriate transactions with related parties.

7.4 The Board should oversee the development of clear anti-corruption policies and practices, ensuring that they are communicated at all levels of the organisation and to external parties to ensure effective implementation.

7.5 The Board should ensure that the Company has a mechanism in place to receive complaints and handle cases where there are complaints and whistleblower tips.

8. Ensure Disclosure and Financial Integrity

8.1 The Board is responsible for overseeing the financial reporting system and disclosure of all key information that is accurate, adequate, timely and complies with relevant regulations, standards, and practices.

8.2 The Board should monitor and ensure the Company's financial liquidity and solvency.

8.3 in the event that the Company faces financial difficulties or is likely to experience such issues, the Board should ensure that the Company has a plan to address the problem or other mechanisms in place to resolve the financial issues while considering the rights of stakeholders.

8.4 The Board should ensure sustainability reporting, as appropriate.

8.5 The Board should oversee the management to ensure that there is a designated Investor Relations function or responsible individual in place to communicate with shareholders and other stakeholders, such as analysts and potential investors, in an appropriate, equitable and timely manner.

8.6 The Board should encourage the use of information technology in disseminating information.

9. Ensure Engagement and Communication with Shareholders

9.1 The Board should ensure that shareholders have the opportunity to participate effectively in decision-making involving significant corporate matters.

9.2 The Board should ensure that the shareholders' meetings are held as scheduled and conducted properly, with transparency and efficiency, and ensure inclusive and equitable treatment of all shareholders and their ability to exercise their rights.

9.3 The Board should ensure accurate, timely and complete disclosure of shareholder resolutions and preparation of the minutes of the shareholders' meetings.

10. Maintain the confidentiality of the Company's inside information obtained from serving as director and not use the Company's inside information for their own or others' benefit in trading securities of the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad and/or Target Company (Target Company) listed on stock exchanges of Thailand and abroad. Directors, by themselves or any assigned person, are prohibited from engaging in any activities for their own or other's benefit or any illicit benefit. Directors are prohibited from trading the securities of the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad for at least one month before the announcement of financial statements and at least one day after such announcement.

In the event of inside information impacting the price of securities, the Company has established an Insider List System and defined a blackout period for trading for the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad and/or Target Company (Target Company) listed on stock exchanges of Thailand and abroad. Insiders are prohibited from trading such securities until an expiry of at least one day after such information is disclosed to the public.

11. Directors who wish to engage in the trading of the securities of the Company, its subsidiary, and/or affiliates that are listed companies on the stock exchanges of Thailand and abroad and/or Target Company (Target Company) listed on stock exchanges of Thailand and abroad, must notify the Office of the Company Secretary of their intention at least one day in advance, in order to report to the Board of Directors meeting.

12. The report on one's own portfolio of securities, as well as those of their spouses, cohabitation partners, and minor children under the legal age, including legal entities where they have more than 30% shareholding of the number of all voting rights to the monthly Board meeting and must report to the Company without delay in the following cases:

- The directors or related person with vested interests in the Company's or its subsidiaries' management
- The directors or related persons hold shares or debentures in the Company or its subsidiary.

13. Each Director may hold a directorship in no more than four listed companies on the Stock Exchange of Thailand (SET) without affecting their current directorship positions. This excludes directorship held by the executive directors, who may hold directorships in any company within the Group without limitation.

Roles, Duties, and Responsibilities of the Chairman, leader of the Board

- Steer, monitor, and ensure efficient performance of the Board in fulfilling the Company's objectives and main goals.
- Ensure full participation by the Directors in advocating a corporate culture of ethics and good corporate governance.
- Set Board meeting agenda in consultation with the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer, with measures to ensure that essential matters are included in the Meeting agenda.
- Allocate adequate time for the management to table matters and for Directors to thoroughly discuss important matters.
- Promote Directors' exercising full discretion and their attention to all matters brought to the Board meetings and issues related to corporate governance matters.
- Promote sound relations between the Board of Directors and the management, while supporting the management's operations without interfering in day-to-day affairs.

The Board is authorized to approve various matters, including:

- Vision, short-term and long-term organization strategic plans
- Annual plans and budgets
- Investments and operation of key projects for the Company and its affiliates
- Management restructuring
- Dividend Payment policy
- Self-assessment and performance evaluation and the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer.
- Determining the remuneration of the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer's compensation.
- Appointment of Directors who resign during the year and that of sub-committees.
- Designation of Directors authorized to sign and bind the Company.

- Appointment of executive vice presidents upwards.
- Appointment of Directors serving on the Company's affiliates and setting of oversight guidelines for such companies.

Matters involving shared responsibility of the board and management:

- Formulating and reviewing policies and strategies, plans and targets.
- Overseeing the adequacy and effectiveness of risk management and internal control.
- Defining the appropriate scope of authority for management based on their responsibilities.
- Defining the framework for resource allocation, development and budgets, such as policies and plans for human resource management and information technology policies.
- Monitoring and evaluating performance.
- Ensuring the integrity of financial and non-financial information disclosures.

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

1. To review the Company's financial reporting process to ensure that it is accurate and adequate.
2. To review the Company's internal control system and internal audit system to ensure that they are suitable and effective, to determine an internal audit unit's independence, as well as to approve the appointment, transfer, and dismissal of the chief of an internal audit unit or any other unit in charge of an internal audit.
3. To review the performance of the Company to ensure compliance with the securities and exchange law, regulations of the Exchange or laws relating to the business of the Company.
4. To consider, select, nominate, and recommend remuneration of the Company's external auditors as well as to attend a non-management meeting with an external auditor at least once a year.
5. To review the Connected Transactions or the transactions that may lead to conflicts of interest so as to ensure that they are in compliance with the laws and the Exchange's regulations and are reasonable and for the highest benefit of the Company.
6. To provide oversight recommendations to the Company's management on risk management processes consistent with the international standard.
7. To prepare a report on monitoring activities of the Audit Committee and disclose them in the Annual Registration Statement / the annual report (Form 56-1 One Report) of the Company, and have such report signed by the chairman of the Audit Committee provided that it shall consist of at least the following information:
 - (a) an opinion on the reliability, completeness, and creditability of the Company's financial report;
 - (b) an opinion on the adequacy on the Company's internal control system;
 - (c) an opinion on the adequacy on the risk management performed by the Company's management;
 - (d) an opinion on the Company's compliance with the laws on securities and exchange, the Exchange's regulations, and the laws relating to the Company's business;
 - (e) an opinion on the suitability of the nominated external auditors;
 - (f) an opinion on transactions that may lead to conflicts of interests, if any;
 - (g) the number of audit committee meetings, and the attendance at such meetings by each committee member;
 - (h) an opinion or general comment observed by the audit committee from its performance of duties in accordance with the charter; and
 - (i) other transactions, within the scope of duties and responsibilities assigned by the Company's board of directors, which according to the audit committee's opinion, should be disclosed to the shareholders and general investors.
8. To perform any other tasks assigned by the board of directors and agreed by the Audit Committee.
9. To report to the Company's Board of Directors for rectification within the period that the Audit Committee thinks fit if the Audit Committee found or suspected that there is a transaction or any of the following acts which may materially or significantly affect the Company's financial condition and operating results:
 - (a) a transaction which causes a conflict of interest;

- (b) any fraud, irregularity, or material defect in an internal control system; or
- (c) an infringement of the law on securities and exchange, the Exchange's regulations, or any law relating to the Company's business.

10. To review without delay upon receiving written notification from the external auditor of the discovery of any suspicious circumstances that the managing director or any person responsible for the Company commits an offence as prescribed by the relevant Securities and Exchange regulations and to report any finding confirming the suspicion of the external auditor, to the board of directors and to request the board of directors to disclose such finding to the Office of the Securities and Exchange Commission and/or the external auditor, as required by the Office of the Securities and Exchange Commission within thirty days.

Reference link for the charter

<https://www.bsrc.co.th/storage/document/leadership/bsrc-charter-audit-committee-en.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Define the qualifications needed for potential Company directors, sub-committee member, Chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer.
2. Recommend qualified candidates for the positions of Company director, sub-committee member, chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer, on the Board of Directors.
3. Define remuneration criteria for the Company director, sub-committee member, chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer.
4. Consider and propose the remuneration for the Company director, and sub-committee member, to the Board of Directors and then to the shareholders for approval.
5. Consider and propose to the Board of Directors for approval the remuneration for the chief executive officer, president, general manager, or other executive at a level equivalent to the highest Company executive officer.
6. Perform other tasks assigned by the Board of Directors.

Reference link for the charter

<https://www.bsrc.co.th/storage/document/leadership/bsrc-charter-nr-committee-en.pdf>

Sustainability and Corporate Governance Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

Corporate Governance

1. Recommend the implementation of corporate governance to the Board of Directors.
2. Monitor the work of the Committee and the management in compliance with the principles of corporate governance.
3. Review the implementation of corporate governance by comparing it with international standards and recommend it to the Board of Directors for continual follow-ups.
4. Give the corporate governance policy to the Company's corporate governance working team.
5. Perform other tasks assigned by the Board of Directors.

Sustainability

1. Recommend the implementation of sustainability to the Board of Directors.
2. Monitor the Board's and the management's work in compliance with sustainable development principles.
3. Review the implementation of sustainability by comparing it with international standards, recommend it to the Board of Directors for continual follow-ups, and respond to the needs of stakeholders.
4. Give the sustainability policy to the Company's sustainability committee.
5. Perform other tasks assigned by the Board of Directors.

Reference link for the charter

<https://www.bsrc.co.th/storage/document/leadership/bsrc-charter-scg-c-committee-en.pdf>

Enterprise-Wide Risk Management Committee

Role

- Other
 - Set policies, strategies, and objectives for enterprise-wide risk management

Scope of authorities, role, and duties

- 1) Set policies, strategies, and objectives for enterprise-wide risk management.
- 2) Develop an Enterprise-wide risk management system in view of continuous efficiency.
- 3) Promote Enterprise-wide risk management at all levels of the organization.
- 4) Ensure that the Company has appropriate and efficient risk management.
- 5) The Chairman of the Enterprise-wide Risk Management Committee will report the findings to the Board of Directors' next meeting.
- 6) Perform other tasks assigned by the Board of Directors.

Reference link for the charter

<https://www.bsrc.co.th/storage/document/leadership/bsrc-charter-erm-committee-en.pdf>

7.3.2 Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|---|--|---|
| <p>1. Mr. VEERASAK KOSITPAISAL^(*)</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 31 Aug 2023 | <p>Energy & Utilities, Petrochemicals & Chemicals, Corporate Management, Risk Management, Audit</p> |
| <p>2. Ms. KHAISRI UTAIWAN</p> <p>Gender: Female</p> <p>Age : 68 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 31 Aug 2023 | <p>Business Administration, Economics, Law, Internal Control, Governance/ Compliance</p> |
| <p>3. Ms. PRACHIT HAWAT^(*)</p> <p>Gender: Female</p> <p>Age : 66 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management Information Systems,</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 30 Nov 2017 | <p>Accounting, IT Management, Risk Management, Audit, Governance/ Compliance</p> |
| <p>4. Mr. SOMCHAI KUVIJITSUWAN^(*)</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Barrister</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 15 Dec 2023 | <p>Business Administration, Law, Audit, Governance/ Compliance, Internal Control</p> |

Additional explanation :

(*) Directors with expertise in accounting information review

Other Subcommittees

| Subcommittee name | Name list | Position |
|---|--------------------------------|---|
| Nomination and Remuneration Committee | Pol.Lt.Gen. CHAIWAT CHOTIMA | The chairman of the subcommittee (Independent director) |
| | Mr. SOMCHAI KUVIJITSUWAN | Member of the subcommittee (Independent director) |
| | Mr. PHANTONG LOYKULNANTA | Member of the subcommittee |
| Sustainability and Corporate Governance Committee | Ms. KHAISRI UTAIWAN | The chairman of the subcommittee (Independent director) |
| | Ms. PRACHIT HAWAT | Member of the subcommittee (Independent director) |
| | GEN. WARAKIAT RATTANANONT | Member of the subcommittee (Independent director) |
| | Mr. Anuwat Rungruangrattanagul | Member of the subcommittee |
| | Mr. SURACHAI KOSITSAREEWONG | Member of the subcommittee |
| Enterprise-Wide Risk Management Committee | GEN. WARAKIAT RATTANANONT | The chairman of the subcommittee (Independent director) |
| | Pol.Lt.Gen. CHAIWAT CHOTIMA | Member of the subcommittee (Independent director) |
| | Mr. PHANTONG LOYKULNANTA | Member of the subcommittee |
| | Mr. SOMCHAI TEJAVANJA | Member of the subcommittee |
| | Mr. Anuwat Rungruangrattanagul | Member of the subcommittee |
| | Ms. PHATPUREE CHINKULKITNIVAT | Member of the subcommittee |

7.4 Information on the executives

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

| List of executives | Position | First appointment date | Skills and expertise |
|---|--|------------------------|--|
| 1. Mr. Anuwat Rungruangrattana ^(***) Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | Acting Chief Executive Officer, Senior Executive Vice President, Refinery & Operation (The highest-ranking executive) | 1 Jan 2025 | Petrochemicals & Chemicals, Energy & Utilities, Engineering, Risk Management, Home & Office Products |
| 2. Mr. Warakorn Kosolpisitkul Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | Senior Executive Vice President, Marketing Business | 4 Sep 2023 | Business Administration, Economics, Commerce, Marketing, Corporate Management |
| 3. Mrs. Matana Sutatham ^(*) Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No | Chief Finance Officer | 1 Jan 2024 | Economics, Statistics, Accounting, Finance, Corporate Management |

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

7.4.2 Remuneration policy for executive directors and executives

1. Executives shall receive short-term remuneration, i.e. monthly remuneration and bonus, and long-term remuneration, including the Employee Stock Ownership Program and the Employee Joint Investment Program, which the Board may consider on a case-by-case basis. These payments motivate executives, are on a par with industry practice, correlate to the Balanced Scorecard principles and to each person's key performance indices (KPIs), and connect compensation with performance.

2. Executives who serve as a director in a joint venture will be compensated according to the Company's regulations on the appointment of directors of joint ventures. The Chief executive officer, president, general manager, or other executive at a level equivalent to the highest company executive officer who is tasked with additional roles and responsibilities (such as a sub-committee member) for instance, will be paid according to the Board's and/or the Shareholders meetings' decision based on merit of that task or responsibility.

3. The Board has ordered a report on the remuneration of executives—including the disclosure of payments made to executives who are appointed a role in a subsidiary—to be included in the Company's annual report in compliance with the Corporate Governance Policy.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Total remuneration of executive directors and executives (baht) | 83,589,000.00 | 89,665,000.00 | 44,115,295.53 |
| Total remuneration of executive directors (baht) | 0.00 | 0.00 | 1,537,406.46 |
| Total remuneration of executives (baht) | 83,589,000.00 | 89,665,000.00 | 42,577,889.07 |

1. Total 2024 executives' remuneration was for 4 persons as the name listed in "Names and Positions of Executives" and 1 executive whose executive position ceased in 2024.

2. Total 2023 executives' remuneration was for 11 persons.

3. Total 2022 executives' remuneration was for 14 persons.

4. The Meeting of Board of Directors No. 14/2567 held on 26 December 2024 has considered and resolved to approve the appointment of Mr. Anuwat Rungruangrattanagul, currently serving as the Company's Senior Executive Vice President - Refinery & Operation, to concurrently hold the position of Acting Chief Executive Officer for another position, in replacement of Mr. Bundit Hansapaiboon, effective from 1 January 2025 onwards.

5. The executives shall not receive any remuneration from the Company's subsidiaries.

Other remunerations of executive directors and executives

The executive directors and executives who are employees of the Company will receive other remuneration in line with the Company's employee remuneration structure.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

7.5 Information on employees

Information on the company's employees

Employees

| | 2022 | 2023 | 2024 |
|----------------------------------|------|------|------|
| Total employees (persons) | 530 | 594 | 488 |
| Male employees (persons) | 417 | 446 | 393 |
| Female employees (persons) | 113 | 148 | 95 |

Number of employees by position and department

Number of male employees by position

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of male employees in operational level (Persons) | N/A | 191 | 205 |
| Total number of male employees in management level (Persons) | N/A | 254 | 189 |
| Total number of male employees in executive level (Persons) | N/A | 1 | 1 |

Number of female employees by position

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of female employees in operational level (Persons) | N/A | 37 | 31 |
| Total number of female employees in management level (Persons) | N/A | 110 | 63 |
| Total number of female employees in executive level (Persons) | N/A | 1 | 1 |

Number of employees categorized by department over the past year

| Department / Line of work / Unit / Business group | Number of employees |
|---|---------------------|
| Refining & Distribution | 416 |
| Marketing | 57 |
| Corporate | 17 |
| Total number of employees | 490 |

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : Yes
Years

The Company moved about 130 employees to Bangchak and affiliates for the purpose to consolidate support functions into Parent company for effective management in shared services.

Information on employee remuneration

Employee remuneration

| | 2022 | 2023 | 2024 |
|------------------------------------|------------------|------------------|------------------|
| Total employee remuneration (baht) | 1,354,834,825.63 | 1,466,442,444.37 | 1,230,331,040.17 |

Provident fund management policy

Provident fund management policy : Have

The Company set up the Registered Provident Fund/Defined Contribution Plan for employees that started working since 1997. The Company contributes 5-15% of employee salary to Registered Provident Fund, while employees contribute a minimum of 3% and up to 15% based on employee service year. Numbers of employees participates in Registered Provident Fund are 288. The Registered Provident Fund Committee (RPF Committee) is comprised of 3 Company's representatives and 2 employees' representatives to jointly monitor investment policy and investment performance of Registered Provident Fund. The RPF Committee provides financial plan training to employees. The Company encourages the RPF Committee to select a fund manager that observes an Investment Governance Code and invests responsibly taking into account of environment, social and governance consistent with an investment governance. The guideline on fund manager selection is disclosed to all members.

For employees who joined the company prior to 1997, they could opt to participate in Registered Provident Fund/Defined Contribution Plan or remain in the Defined Benefit Plan (Pension Plan) which was calculated based on employees' service year and salary and presented in the Company financial statements.

Provident fund for employees (PVD)

| | 2022 | 2023 | 2024 |
|--|---------------|---------------|---------------|
| Number of employees joining in PVD (persons) | 285 | 360 | 288 |
| Proportion of employees who are PVD members (%) | 53.77 | 60.40 | 58.78 |
| Total amount of provident fund contributed by the company (baht) | 39,462,000.00 | 46,883,336.12 | 35,240,034.89 |

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|-----------------------------|--------------------------|------------------|
| 1. Ms. Jomdhanat Boonnarach | jomdhanat@bangchak.co.th | - |

List of the company secretary

| General information | Email | Telephone number |
|---------------------------|-------------------------|------------------|
| 1. Mr. Aukkanut Chanagool | Aukkanut@bangchak.co.th | - |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|----------------------------------|--|------------------|
| 1. Ms. Tanyarat Ratwattanakulkij | Tanyarat.Ratwattanakulkij@bangchak.co.th | - |

List of the head of the compliance unit

| General information | Email | Telephone number |
|---------------------------|-------------------------|------------------|
| 1. Mr. Aukkanut Chanagool | Aukkanut@bangchak.co.th | - |

7.6.2 Head of investor relations

Does the Company have an appointed head of investor relations : Yes

List of the head of investor relations

| General information | Email | Telephone number |
|---------------------------|----------------------------------|------------------|
| 1. Mrs. Chalita Chabsuwan | chalita.chabsuwan@bangchak.co.th | - |

7.6.3 Company's auditor

Details of the company's auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|--|------------------|--------------------|--|
| KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000 | 3,090,000.00 | - | 1. Mr. YOOTTAPONG SOONTALINKA Email: yoottapong@kpmg.co.th License number: 10604 |

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

Nomination and Appointment of Directors and the highest company executive officer

As of 1 January 2025, the Company has twelve directors, eleven of whom are independent directors. Three other executives hold their positions as defined by the SEC, with the Acting Chief Executive Officer, serving as the top executive. The appointment of directors and the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest company executive officer must be reviewed by the Nomination and Remuneration Committee. Directors and shareholders are allowed to participate in the nomination of qualified individuals in addition to scrutiny of the Director Pool of the IOD.

Directors' Nomination

1. The Company provides opportunities for minor and major shareholders to nominate directors by submitting the names of individuals to the Company.
2. The Nomination and Remuneration Committee (NRC) reviews the Board structure for suitability and the Company's strategic needs.
3. The NRC defines the competency and experience of directors to be nominated by using the Director Qualifications and Skill Matrix so that they may match the Company's goals and strategies.
4. The NRC proceeds with nomination and tables qualified persons for directors in place of those whose terms expire or for additional directors, using IOD's Director Pool as part of the nomination process. NRC will nominate directors to its secretary.
5. The NRC considers qualified to be directors and tables their names for the Board's endorsement.
6. The Board endorses the list of directors for subsequent approval by the AGM.

Appointment and Dismissal of Directors

1. Shareholder meetings elect Directors through majority voting, with one shareholder holding one vote per share and can elect Directors individually. The candidates with the most votes will be appointed Directors up to the number open at the meeting. If more candidates receive equal votes than the number of Directors required, the Chairman of the meeting must cast a deciding vote.

2. In every Annual General Meeting (AGM), one-third of the Directors must retire. If this number is not a multiple of three, then the number nearest to one-third. The names of the Directors to retire during the first and second year after the Company was registered are to be drawn by lots if not agreed otherwise. For subsequent years, those with the most extended terms must retire. The retired Directors can be re-elected.

3. Other than the completion of the term, a director may retire for the following reasons:

- Death
- Resignation
- Lack of qualifications according to the Public Company Limited Act and the Securities and Exchange Act
- Decision of the shareholders' meeting to resign according to the Public Company Limited Act
- Court order

4. In case a director's position is vacant due to reasons other than the completion of the term, the Board of Directors is to elect a candidate with qualifications according to the Company's regulations in the next meeting except when the Director's term is to be completed in less than two months. At least a three-quarters vote of the Directors present at the meeting is required. The elected Director holds the position until the completion of the term of the Director they have replaced.

New Directors' Orientation

The Company organized an orientation for its new directors, including company visits and lectures to inform them of the nature and business approach of the Company, covering organizational structure, business strategy, and policy, performances, relevant rules and regulations, corporate governance policy, director's role and responsibility, and other pertinent information crucial to their efficient performance. The director's manual is also prepared and includes relevant rules and regulations. The Company Secretary is the coordinator for the orientation. In 2024, all directors and senior executives attended the Directors Orientation, visiting the refinery and meeting with the Company's executives and employees in Sriracha District, Chonburi Province, where the management presented important business information, the Company's operations, and the business performance and results.

List of directors whose terms have ended and have been reappointed

| List of directors | Position | First appointment date of director | Skills and expertise |
|-----------------------------|--|------------------------------------|---|
| Mr. SOMCHAI KUVIJITSUWAN | Vice-chairman of the board of directors (Non-executive directors, Independent director) | 15 Dec 2023 | Business Administration, Law, Audit, Governance/ Compliance, Internal Control |
| Ms. KHAISRI UTAIWAN | Director (Non-executive directors, Independent director) | 31 Aug 2023 | Business Administration, Economics, Law, Internal Control, Governance/ Compliance |
| Pol.Lt.Gen. CHAIWAT CHOTIMA | Director (Non-executive directors, Independent director) | 31 Aug 2023 | Business Administration, Energy & Utilities, Commerce, Law, Human Resource Management |

List of newly appointed director to replace the ex-director

| List of directors | Position | First appointment date of director | Skills and expertise |
|-----------------------------|---------------------------------------|------------------------------------|---|
| Mr. SURACHAI KOSITSAREEWONG | Director (Non-executive directors) | 10 Apr 2024 | Economics, Finance, Accounting, Corporate Management, Business Administration |

Selection of independent directors

Criteria for selecting independent directors

At least one-third of the Board must be independent directors, each of whom must comply with the following:

(1) An Independent Director must hold no more than 0.5% of all the voting shares of the Company and its parent company, subsidiaries, affiliates, major shareholders, or controlling persons. An Independent Director's shares must include those held by related persons.

(2) An Independent Director must not be nor ever have been a director who is involved with management, an employee, a salaried adviser, or a controlling individual of the Company, its parent company, or any of its subsidiaries, affiliates, peer companies under the same parent company, major Shareholders or controlling individuals/entities. An exception is made in the case of a candidate who used to hold one of the positions mentioned above but left it at least two years prior. An individual who was a civil servant or an adviser to a government agency that was a major Company shareholder or controlling entity is not forbidden from being the Company's Independent Director.

(3) Independent Directors must not have familial (blood ties or legal) relations to individuals such as a parent, spouse, sibling, child, spouse of the child of another Director, an Executive, a major Shareholder, a controlling individual, or an individual who is about to be nominated as a Director, an Executive or a controlling individual of the Company or any of its subsidiaries.

(4) Independent Directors must not have nor ever had a business relationship with the Company, its parent company, or any of its subsidiaries, affiliates, major Shareholders, or controlling individuals/entities in a manner that might obstruct their independent use of discretion. In addition, they must not be nor have ever been a major Shareholder or a controlling individual of an entity having a business relationship with the Company, its parent company, or any of its subsidiaries, affiliates, major Shareholders, or the Company controlling individuals/entities. An exception is made in the case of a candidate who used to have such a relationship or hold one of the positions mentioned above but ended it or left it at least two years prior.

(5) An Independent Director must not have been an auditor of the Company, its parent company, or any of its subsidiaries, affiliates, major Shareholders, or controlling individuals/entities. In addition, he/she must not be a significant Shareholder, a controlling individual, or a partner of the audit firm where the auditors of the Company, its parent company, or any of its subsidiaries, affiliates, major Shareholders, or controlling individuals/entities work. An exception is made in the case of a candidate who used to hold any of the positions mentioned above but left it at least two years prior.

(6) An Independent Director must not be nor ever have been a provider of any professional service (including services as a legal or financial adviser) who receives compensation to the amount of over two million baht per year from the Company or any of its subsidiaries, affiliates, major Shareholders or controlling individuals/entities. In addition, he/she must not be a significant Shareholder, a controlling individual, or a partner of a provider of such professional services. An exception is made in the case of a candidate who used to hold any of the positions mentioned above but left it at least two years prior.

(7) An Independent Director must not be appointed as an agent of another Company Director, a major Company Shareholder, or a Company Shareholder connected with a major Company Shareholder.

(8) Independent Directors must not own businesses in the same industry and have significant competition to the business of the Company or any of its subsidiaries. They must not be significant partners in a limited partnership or directors who are involved in management, employees, and salaried advisers or own more than one percent of all voting shares of another firm that runs a business that is in the same industry as and is in significant competition with the business of the Company or any of its subsidiaries.

(9) An Independent Director must not have any other characteristics that might hinder the free expression of their opinions about the Company operations. After being appointed, an Independent Director who meets the nine criteria stated above might be tasked by the Board of Directors with making decisions regarding the operations of the Company, its parent company, or any of its subsidiaries, affiliates, or peer companies under the same parent company, major Shareholders or controlling individuals/entities. They must be able to make collective decisions. The definitions regarding Independent Directors align with the regulations of definitions in the notification of the Capital Market Supervisory Board on the issuance and offering of securities.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as : Yes
directors through the nomination committee
Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination

committee

Number of directors from major shareholders

Number of directors from each group of major : 3
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Company invited Shareholders to propose matters to be included in the Meeting agenda, including nominating persons to be director candidates during the period from 24 October 2023 to 1 February 2024. The Company disclosed the criteria and methods on its website and informed the shareholders through SET's channels. The Board's policy is against adding agenda items without prior notice, particularly crucial items for which the shareholders need time to study before making a decision.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|---|
| 1. Mr. SUTHEP WONGVORAZATHE Chairman of the board of directors | Participating | Other <ul style="list-style-type: none"> • 2024: Corporate Strategy Seminar held by the Company |
| 2. Mr. SOMCHAI KUVIJITSUWAN Vice-chairman of the board of directors | Participating | Other <ul style="list-style-type: none"> • 2024: International Tax Impact Study Project: Pillar2 held by KPMG Thailand |
| 3. Ms. PRACHIT HAWAT Director | Participating | Other <ul style="list-style-type: none"> • 2024: International Tax Impact Study Project: Pillar2 held by KPMG Thailand • 2024: IT Audit Framework by ISACA - Bangkok Chapter • 2024: Update on Taxation and On-line Business Tax held by GTO Training Company Limited • 2024: Corporate Strategy Seminar held by the Company • 2024: ESG – Standards, Development, and Experience held by Faculty of Commerce and Accountancy of Chulalongkorn University Alumni Association • 2024: IIAT Annual Conference 2024 “Ethical Challenges along the Path to Sustainability in the Future” held by The Institute of Internal Auditors of Thailand • 2024: Data Leak Protection Basic # 2/67 held by Federation of Accounting Professions • 2024: SET ESG Professionals Forum 2024: "Innovative and Adaptive Governance: Leading Boards Excellence" held by Stock Exchange of Thailand • 2024: Introduction to IFRS S1 and IFRS S2 held by Federation of Accounting Professions • 2024: Financial Fraud # 4/67 held by Federation of Accounting Professions • 2024: AI for Teaching and Research in Accounting held by Thai Accounting Association • 2024: Seminar on Financial Reporting Standards and Interesting Financial Reporting Issues 2024 held by Department of Accountancy, Faculty of Commerce and Accountancy, Chulalongkorn University |
| 4. Mr. VEERASAK KOSITPAISAL Director | Participating | Other <ul style="list-style-type: none"> • 2024: International Tax Impact Study Project: Pillar2 held by KPMG Thailand • 2024: Corporate Strategy Seminar held by the Company |
| 5. Mr. BUNDIT HANSAPAIBOON Director | Participating | Other <ul style="list-style-type: none"> • 2024: Corporate Strategy Seminar held by the Company |

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| 6. Mr. SOMCHAI TEJAVANJA Director | Participating | Thai Institute of Directors (IOD) • 2024: Director's Guide to Legal Obligations and Duties (DLD) Other • 2024: Corporate Strategy Seminar |
| 7. Ms. PHATPUREE CHINKULKITNIVAT Director | Participating | Other • 2024: Corporate Strategy Seminar held by the Company |
| 8. Mr. PHANTONG LOYKULNANTA Director | Participating | Other • 2024: Corporate Strategy Seminar held by the Company |
| 9. Ms. KHAISRI UTAIWAN Director | Participating | Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) Other • 2024: International Tax Impact Study Project: Pillar2 • 2024: Corporate Strategy Seminar held by the Company |
| 10. GEN. WARAKIAT RATTANANONT Director | Participating | Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) Other • 2024: Corporate Strategy Seminar held by the Company |
| 11. Pol.Lt.Gen. CHAIWAT CHOTIMA Director | Participating | Other • 2024: Corporate Strategy Seminar held by the Company |
| 12. Mr. SURACHAI KOSITSAREEWONG Director | Participating | Other • 2024: Corporate Strategy Seminar |
| 13. Mrs. RATRIMANI PASIPHOL Director | Non-participating | - |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board completes business performance assessment forms at least once a year, which the Company Secretary will arrange for delivery and collection for making an executive summary or the results for presentation at a Board meeting. Directors jointly consider business performance and suggest improvements.

Evaluation of the duty performance of the board of directors over the past year

To be in line with the principles of the CG Code by the SET, Thai Institute of Directors ("IOD"), and the Company's Corporate Governance Policy, in 2024, the Board set up performance evaluations at least once a year, both in the form of individual assessments (both by self-evaluation and cross-evaluation) for the whole group and sub-committees. Assessment scores are given in percent, with >85% = excellent >75% = very good >65% = good >50% = fair <50% = need improvement. The assessment is summarized below:

1) Individual directors

- Self-assessment relies on three topics, namely, responsibility for their roles, training and self-development, and conformance to the corporate governance policy. The overall summary of assessment findings showed an average score of 95.11%, rated as excellent.

- Cross-assessment by group (3-4 unnamed directors assessing another director) relies on two topics, namely responsibility for their roles and directors' independence. The overall summary of assessment findings showed an average of 96.79, rated as excellent.

2) **The Entire Board** relies on topics, namely Structure and Skills, Strategic Direction and Planning, Policy, Monitoring and Supervision, Accountability, CEO and Succession, Leadership and Teamwork, and Agendas, Papers, Meetings, and Minutes. The overall summary of assessment findings showed an average score of 96.97%, rated as excellent.

3) **Sub-committees** rely on responsibilities and meetings; the evaluations of all Committees were as follows:

- The Audit Committee, the group evaluation had an average score of 94.00%, rated excellent.
- The Nomination and Remuneration Committee, the group evaluation had an average score of 90.00%, rated excellent
- The Sustainability and Corporate Governance Committee, the group evaluation had an average score of 100.00%, rated excellent.
- The Enterprise-wide Risk Management Committee, the group evaluation had an average score of 97.00%, rated excellent.

The Company analyzed the topics of assessment and assessment outcomes and reviewed performances, problems, and obstacles over the past year to improve the performance efficiency and effectiveness of the Board and its committees.

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 17
year (times)
Date of AGM meeting : 10 Apr 2024
EGM meeting : No

Details of the board of directors' meeting attendance

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 2. Mr. SOMCHAI KUVIJITSUWAN (Vice-chairman of the board of directors, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 3. Ms. PRACHIT HAWAT (Director, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 4. Mr. VEERASAK KOSITPAISAL (Director, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 5. Mr. BUNDIT HANSAPAIBOON (Director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 6. Mr. SOMCHAI TEJAVANJA (Director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 7. Ms. PHATPUREE CHINKULKITNIVAT (Director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 8. Mr. PHANTONG LOYKULNANTA (Director) | 16 | / | 16 | 1 | / | 1 | N/A | / | N/A |
| 9. Ms. KHAISRI UTAIWAN (Director, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 10. GEN. WARAKIAT RATTANANONT (Director, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 11. Pol.Lt.Gen. CHAIWAT CHOTIMA (Director, Independent director) | 17 | / | 17 | 1 | / | 1 | N/A | / | N/A |
| 12. Mr. SURACHAI KOSITSAREEWONG (Director) | 12 | / | 12 | 0 | / | 0 | N/A | / | N/A |

| List of directors | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 13. Mrs. RATRIMANI PASIPHOL (Director) | 4 | / | 4 | 1 | / | 1 | N/A | / | N/A |

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

(1) Mr. Surachai Kositsareewong was appointed as Director effective from 10 April 2024.

(2) Mrs. Ratrimani Pasiphol retired by rotation on 10 April 2024.

Remuneration of the board of directors

Types of remuneration of the board of directors

Board Remuneration

1. The Board's remuneration comes in three forms: monthly (retainer) remuneration, meeting allowances, and bonus. Such remuneration, made comparable to those of the same industry, is linked to the performance of the Company and individual directors.

2. Directors with additional responsibilities, including subcommittee service, shall receive additional remuneration in proportion to such responsibilities.

3. In line with good corporate governance, the Board has instituted the reporting of individual directors' remuneration and the management's remuneration – which includes disclosure of the remuneration of directors or executives, or both, if they are appointed to other positions in subsidiaries – in the annual report.

Policy on Director Remuneration

In determining directors' compensation, the Company takes into account suitability for duties, assigned responsibility, and parity with SET-listed industry and business peers of comparable sizes. Such compensation must be attractive enough to inspire quality performance to achieve the Company's goals and business directions under a transparent process to bolster shareholders' confidence.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|---------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. SUTHEP WONGVORAZATHE (Chairman of the board of directors) | | | 1,734,258.08 | | 0.00 |
| Board of Directors | 843,750.00 | 890,508.08 | 1,734,258.08 | No | |
| 2. Mr. SOMCHAI KUVIJITSUWAN (Vice-chairman of the board of directors) | | | 1,998,422.28 | | 0.00 |
| Board of Directors | 748,125.00 | 660,297.28 | 1,408,422.28 | No | |
| Audit Committee | 300,000.00 | 240,000.00 | 540,000.00 | No | |
| Nomination and Remuneration Committee | 50,000.00 | 0.00 | 50,000.00 | No | |
| 3. Ms. PRACHIT HAWAT (Director) | | | 2,002,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Audit Committee | 300,000.00 | 240,000.00 | 540,000.00 | No | |
| Sustainability and Corporate Governance Committee | 75,000.00 | 0.00 | 75,000.00 | No | |
| 4. Mr. VEERASAK KOSITPAISAL (Director) | | | 2,062,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Audit Committee | 375,000.00 | 300,000.00 | 675,000.00 | No | |
| 5. Mr. BUNDIT HANSAPAIBOON (Director) | | | 1,387,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|---------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 6. Mr. SOMCHAI TEJAVANIJA (Director) | | | 1,437,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Enterprise-Wide Risk Management Committee | 50,000.00 | 0.00 | 50,000.00 | No | |
| 7. Ms. PHATPUREE CHINKULKITNIVAT (Director) | | | 1,437,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Enterprise-Wide Risk Management Committee | 50,000.00 | 0.00 | 50,000.00 | No | |
| 8. Mr. PHANTONG LOYKULNANTA (Director) | | | 1,537,406.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Nomination and Remuneration Committee | 100,000.00 | 0.00 | 100,000.00 | No | |
| Enterprise-Wide Risk Management Committee | 50,000.00 | 0.00 | 50,000.00 | No | |
| 9. Ms. KHAISRI UTAIWAN (Director) | | | 2,021,156.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Audit Committee | 300,000.00 | 240,000.00 | 540,000.00 | No | |
| Sustainability and Corporate Governance Committee | 93,750.00 | 0.00 | 93,750.00 | No | |
| 10. GEN. WARAKIAT RATTANANONT (Director) | | | 1,549,906.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Enterprise-Wide Risk Management Committee | 62,500.00 | 0.00 | 62,500.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|---------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Sustainability and Corporate Governance Committee | 100,000.00 | 0.00 | 100,000.00 | No | |
| 11. Pol.Lt.Gen. CHAIWAT CHOTIMA (Director) | | | 1,524,906.46 | | 0.00 |
| Board of Directors | 675,000.00 | 712,406.46 | 1,387,406.46 | No | |
| Nomination and Remuneration Committee | 112,500.00 | 0.00 | 112,500.00 | No | |
| Enterprise-Wide Risk Management Committee | 25,000.00 | 0.00 | 25,000.00 | No | |
| 12. Mr. SURACHAI KOSITSAREEWONG (Director) | | | 840,000.00 | | 0.00 |
| Board of Directors | 225,000.00 | 540,000.00 | 765,000.00 | No | |
| Sustainability and Corporate Governance Committee | 75,000.00 | 0.00 | 75,000.00 | No | |
| 13. Mr. Anuwat Rungruangrattanaul (Member of the subcommittee) | | | 0.00 | | 0.00 |
| Sustainability and Corporate Governance Committee | 0.00 | 0.00 | 0.00 | No | |
| Enterprise-Wide Risk Management Committee | 0.00 | 0.00 | 0.00 | No | |
| 14. Mrs. RATRIMANI PASIPHOL (Director) | | | 532,406.46 | | 0.00 |
| Board of Directors | 180,000.00 | 352,406.46 | 532,406.46 | No | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|------------------------|-------------------|-----------------------------|---------------|
| 1. Board of Directors | 8,071,875.00 | 8,854,869.96 | 16,926,744.96 |
| 2. Audit Committee | 1,275,000.00 | 1,020,000.00 | 2,295,000.00 |

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|--|-------------------|-----------------------------|--------------|
| 3. Nomination and Remuneration Committee | 262,500.00 | 0.00 | 262,500.00 |
| 4. Sustainability and Corporate Governance Committee | 343,750.00 | 0.00 | 343,750.00 |
| 5. Enterprise-Wide Risk Management Committee | 237,500.00 | 0.00 | 237,500.00 |

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors, executives, or controlling
responsibility for operations in subsidiaries and persons in proportion to shareholding, The determination of the scope of
associated companies approved by the board of duties and responsibilities of directors and executives as company
directors representatives in establishing important policies, Disclosure of financial
condition and operating results, Transactions between the company and
related parties, Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating the core business
is appropriate and sufficient in the subsidiary operating the core business

The Company runs its businesses through subsidiaries, associates, and joint-venture companies, as detailed under “Shareholding Structure”. The Board commands a mechanism for supervising the management and the responsibility of subsidiaries, associates, and joint-venture companies to safeguard the interests of the Company’s investment capital, including.

(1) Supervised by the Board

- Define directions and policies
- Review critical matters, including strategies, business plans, and items required by the SEC
- Monitor performance outcomes through Board meetings
- Delegate Board-appointed individuals to represent the Company as directors and executives under its equity ratios

(2) Supervised by management

- Map out plans and implement policies
- Monitor and ensure plan and policy implementation
- Report performance outcomes via quarterly meetings of the Management Committee
- Set planning guidance and promote collaborative processes through quarterly meetings of the Subsidiary Synergy Strategy Committee (SSS Committee) to drive work under the Company Group’s direction and strategies
- Set affiliate governance guidance for representative directors so that subsidiaries, associates, and joint ventures may operate in a uniform direction. Voting or actions on critical matters need approval from the Chief executive officer, president, general manager, or other executive at a level equivalent to the highest company executive officer, the Board, or shareholders (as

applicable)

- Prepare the Company Group's Way of Conduct and require subsidiaries to develop corporate governance policies and internal control systems that are comprehensive, suitable, and adequate
- Oversee disclosure of financial standing and performance outcomes as well as key transactions to ensure their propriety in line with the Company's criteria

(3) Monitoring and audit process Monitoring and audit process

- External auditor
- Internal auditor

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

Under the corporate governance policy, the guidelines for directors, management and employees stipulated that they must refrain from any act posing potential conflicts of interest with the Company, i.e. any act potentially depriving the Company of its interests or its fair share of interests, including competing with the Company, incurring personal gains from private business dealing with the Company, abuse of Company information for personal gain and holding shares in the Company's business competitors. The Company, in order to prevent potential conflicts of interest, has set the following forms:

1. CG Commitment and Conflict of Interests Disclosure Form

To comply with the policy on corporate governance, which forbids directors, management and employees to commit any act which might deprive the Company of its interests, the Company has therefore required employees to fill in information on conflicts of interest annually or in the event of changes in information due to events and submit it to their supervisors via the online BSRC Conflict of Interest system to monitor any activities or actions that may conflict with the Company's business interests. In 2024, the project was completed, and no significant conflicts were found.

2. Report of Directors and Management's Stake Form

As required by the Securities and Exchange Act, directors and executives are required to report to the Company any interests of themselves or their related persons, which are interests related to the management of the Company's or its subsidiaries' business. The Company has prepared a form to report the interests of directors and executives in accordance with the criteria stipulated by law, so that directors and executives can report to the Company every time there is a change. In 2024, the Company Secretary did not receive the report of the interests of the directors and executives.

3. Report on connected transactions form

To ensure that transactions between the Company and any related parties or businesses are transparent and comply with SET's rules and regulations, the Company has defined a policy and guidelines on connected transactions and prepared the above-mentioned form for responsible employees to confirm that they have followed the specified guidelines.

4. Intention to trade the Company group's securities form

To enable directors and the management to inform the Company of the intention to trade the Company group's shares through the Company Secretary at least one day in advance or immediately upon receiving the information of the transaction for further reporting to the Board of Directors. The notice may be submitted in writing via bsrc-cs@bangchak.co.th or other electronic channels, including the LINE application.

The Company also has penalties against employees who use the Company's any action which is contrary to the business interests of the Company, ranging from a warning to termination of employment. In 2024, there was no report of wrongdoing in the matter.

Number of cases or issues related to conflict of interest

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of cases or issues related to conflict of interest (cases) | 0 | 0 | 0 |

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Company has a policy detailing the accepted practices of director, executive and employees and forbidding the disclosure of important secret information to the public for personal or other gains, as well as policies on the buying and selling of Company shares as follows:

1. The Company regularly provides related rules and policies on the prevention of inside-information abuse and conflicts of interest to all directors, executives, and employees through its various channels. All directors, executives, and employees are required to acknowledge these and abide by the policies. The Company continually organizes various training courses, including orientation for new directors and orientation for new employees. Education is also provided through Knowledge Sharing via internal communication, and superiors are urged, as leaders and role models, to advise their subordinates. The Board assigns the Sustainability and Corporate Governance Committee to oversee policy compliance to ensure acknowledgment of and compliance with such rules and policies.
2. Directors and executives, as well as their spouses, cohabitation partners, and minor children under legal age, including legal entities where they have more than 30% shareholding of the number of all voting rights of the juristic person, according to Article 258 of the Securities and Exchange Act of 1992 must notify and distribute information about shares held, as well as reporting any changes to SEC every time they buy, sell, transfer, or receive shares within three days of the change to comply with Article 59 or face punishment according to Clause 275 of the Securities and Exchange Act of 1992. In addition, in the event of any change in the securities holdings of directors and executives, the Company Secretary will report such change to the Board of Directors' meeting.
3. Notify the Directors and executives of the financial information which affects the price of shares. Avoid buying or selling Company shares one month prior to the disclosure of information and one day after disclosure, as well as not disclosing information to others before it is made available to the public.

The Company has also set penalties for violations of the use of the Company's internal information for personal gain in the Company's regulations, with penalties ranging from warnings to dismissal. In 2024, there were no reports of such misconduct.

Number of cases or issues related to the use of inside information to seek benefits

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0 | 0 | 0 |

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company incorporated business ethics for anti-corruption in all forms into its corporate governance policy and campaigned for ongoing anti-corruption in the organization through various channels. The Company has integrated the anti-corruption policy into its corporate governance policy under Section 4 to reiterate its intention to operate the business by abiding by the law and regulations relevant to corporate governance, refusing all forms of fraud and covering all businesses in all applicable countries and agencies. It has defined anti-corruption measures to implement the policy and has regularly reviewed them to comply with changes in laws and business circumstances and uphold the Company's reputation

- The Company is committed to complying in full with all applicable anti-money laundering laws. The Company will only get involved in legitimate business activities with funds derived from legitimate sources. The Company is determined to prevent the Company from falling into any cycle of money laundering and will not tolerate or support any acts of money laundering, including concealing, conversion, transfer, or the handling of illegitimate assets. Also, accurate accounts and records of all transactions, financial facts, and assets must be professionally and properly maintained as stipulated by applicable laws.
- Guidelines on hiring government employees (Revolving Door) by prohibiting hiring government employees or government officials to work in a way that creates a conflict of interest. The company selects personnel who were formerly government employees in accordance with the company's criteria so that such actions are not used as compensation for any benefits, and information is disclosed for transparency and verification. At present, the company does not hire government employees or government officials to work in a way that creates a conflict of interest.
- The Company has established disbursement regulations by defining financial limits, approval authorities, objectives, and recipients, all of which require clear supporting documents to prevent unlawful political help and ensure that charitable donations do not go to corrupt purposes, business support funds are not excuses for corrupt practices, and receptions, gifts, and other expenses conform to the policy. Also in place is an audit process issued by Internal Audit.
- The Company has regularly established processes for auditing sales and marketing, purchasing, and contract administration concerning the risk of corrupt practices in conformance to disbursement regulations and purchasing regulations. To this end, the department responsible for internal auditing of the company or the procurement service provider provides its comments and explores suitable corrective actions.
- The Company has put in place a personnel administration process that underscores its commitment to anti-corruption measures, ranging from selection, training, performance assessment, compensation, and promotion.
- The Company continually communicated and trained employees for their genuine mastery of its measures to combat fraud and corruption, its own expectations, and punitive measures for violators, such as the Company's Code of Conduct, orientation for new hires, and the encouragement provided to executives and employees to attend related external training courses related to anti-corruption and corruption. This year, the Company staged a "Code of Conduct" seminar for all employees to strengthen its business foundation, marked by transparency, corporate governance, and anti-corruption through the proper conduct of all directors, management, and employees. Also, the seminars presented by Company executives.
- The Company has established internal control for finance, accounting, data recording, and other company processes related to anti-corruption measures, together with Control Self-Assessment to ensure the employees are aware of and comply with established internal controls and assess whether existing internal controls are adequate.

- The Company has established risk management to ward off and suppress frauds and malfeasance, by analyzing business risks, defining the importance of risks and proper measures for assessed risks, and regularly tracking the progress of risk management plans.
- The Company has put in place an internal audit to ensure that the defined internal control system and risk management can help it achieve goals and to audit all units' work against requirements and regulations. Internal audit also helps detect weaknesses and provides advice on the development of business processes for greater efficiency and effectiveness under the approach of corporate governance.

The Anti-Corruption policy applies to all the Company's directors, executives, and employees and its subsidiaries. The relevant implementing measures apply to all affiliates and other companies that the Company controls, as well as its business agents. The Company commands a process for appropriate and fair punishment of employees who breach its anti-corruption measures. Direct and indirect violations of the policy call for disciplinary action under The Company's explicit procedures. In 2024, no cases of corruption were found.

In addition, the Company is in the process of considering applying for the certification to join the Thai Private Sector Collective Action Against Corruption (CAC) project. In addition, the Company is aware of the importance of expanding transparent business networks and has a policy to encourage partners to join the CAC project as well.

Number of cases or issues related to corruption

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of cases or issues related to corruption (cases) | 0 | 0 | 0 |

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

Whistleblowing and complaint-filing channels

The Company's Board of Directors has laid down measures regarding whistleblowing or concerns about any wrongdoing or misconduct that may lead to fraud involving people in the organization, be they staff or stakeholders. Whistleblowing can also be applied to suspicious financial statements or a lax internal control system. The Company has a mechanism to protect staff or whistleblowers by establishing a confidential database accessible only to authorized persons. This is to encourage cooperation from stakeholders in better protecting its interests. If a concern about wrongdoing is raised, a committee comprising members of units relevant to the issue will be set up to launch an investigation, the result of which is forwarded to the whistleblower through:

Whistleblowing Form

Internal Audit Department

Bangchak Sriracha Public Company Limited
No. 3195/21-29 Rama IV Road, Klong Ton,
Klong Toey District, Bangkok 10110
E-mail: jabsrc@bangchak.co.th
Tel: 03 314 2221

The Company monitored complaints and whistleblowing reports through the Internal Audit Department's channel. In 2024, there were no complaints about corruption or any breach of the Company's ethics.

Number of cases or issues related to whistleblowing

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Total number of cases or issues received through whistleblowing channels (cases) | 0 | 0 | 0 |

The monitoring of compliance with other corporate governance policy and guidelines

1) Policy

The Board of Directors has instituted its corporate governance policy and an annual internal review of it. The corporate governance policy shall be the guidelines for all directors, executives, and employees to follow. To be in line with the principles of the Corporate Governance Code for List Companies 2017 (CG Code) by The Securities and Exchange Commission, Thailand (SEC), criteria for the Corporate Governance Report of Thai Listed Companies (CGR), the operating standards for Corporate Governance of leading companies, and the changes in the shareholding structure of the Company's major shareholders, including the corporate governance policies of listed companies in the group of companies, the Board of Directors meeting No.13/2567 on Wednesday, 18 December 2024 had reviewed and approved the revised Corporate Governance Policy of the Company and deemed it appropriate to promulgate the said policy further.

2) Communication

The Sustainability and Corporate Governance Committee has agreed upon the annual corporate governance plan. It has specified that the Company consistently inform its employees and stakeholders of the major principle of corporate governance through various channels to enhance their awareness and relay the Company's intention and standard in conducting the business. Examples include the following:

- Disseminating of good, ethical, moral, and anti-corruption deeds together with policy guidelines concerning corporate governance will be handled through the Tone from the Top by executives to employees at every level in section meetings and trading partner forums.
- Creating online media about policies, regulations, and good practices. according to the corporate governance policy and communicate with the Company's board of directors, executives, and employees to easily learn and be able to apply it more accurately.
- Participating in the 2024 Anti-Corruption Day activities organized by the Anti-Corruption Organization (Thailand) (ACT) in an online format.
- On 12 December 2024, the Company supported BCPG Public Company Limited, a company in the group of companies, in organizing the CG Day activity (Year 19) to raise awareness of the importance of adhering to the principles of good corporate governance in the current environment, Topic: "Decoding CG for Sustainable Vibes. Decoding the principles of CG to create endless happiness". with special lectures; Ms. Parisa Jakobsen (Bon) and Mr. Natee Ekwijit (Oui). This also gives employees in the Company group of companies attend lectures and participate in activities to receive prizes to raise awareness, develop employee potential, and further communicate knowledge and understanding of good corporate governance.

3) Measures and Guidelines

- Arrange for all employees to acknowledge and comply with the important company policies, and to report personal work information outside of duties and items that may have conflicts of interest (Conflict of Interest Report) through a system developed by the company at least once a year or in the case of changes in information according to events. In 2024, 100 percent of employees completed information. In addition, to promote knowledge and understanding of corporate governance, a good internal control system according to the internal control framework of the Committee of Sponsoring Organizations of the Treadway

Commission (COSO), including the increasing the significant matters of using personal data in accordance with the Personal Data Protection Act B.E. 2019. The test on this information is scheduled for next year.

- Political neutrality without rendering assistance to any political party, directly or indirectly
- Donation is strictly for charity, including sponsorship for the Company's business, which is not to be used as an excuse for corruption and requires clearly documented proof in line with the Company's regulations.
- No acceptance of gifts or objects of any value on all occasions. No acceptance of and no giving of entertainment and other unnecessary and inappropriate expenses to government officials or those dealing with the Company's business. If any is received, employees must refuse and report the incident to their superiors for acknowledgement.
- Annual notification to stakeholders on the Company's "No Gift" policy for the New Year and other occasions to elevate good corporate governance and set a standard for conducting business with all related parties fairly.
- This year, the Company found no significant issues or defects regarding wrongdoing or violation of the Company's ethics or code of ethics, and no actions that violated the regulations of regulatory agencies such as the SET, SEC, etc.

4) Internal Control, Risk Management, and Internal Audit

To monitor compliance with this corporate governance policy, the Company instituted internal control, risk management, and internal audit systems for key business functions, such as procurement and accounting. The Company also closely monitored the progress of the risk management plan on a regular basis, as detailed under 9.1 Internal Control.

5) Audit

Internal Audit formulates the annual audit plans and reports audit findings to the Audit Committee and the Board for acknowledgement as detailed under 8.2 Report of the Audit Committee).

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 12

| List of directors | Meeting attendance of audit committee | | |
|---|---------------------------------------|---|-----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) |
| 1 Mr. VEERASAK KOSITPAISAL (Chairman of the audit committee) | 12 | / | 12 |
| 2 Ms. KHAISRI UTAIWAN (Member of the audit committee) | 12 | / | 12 |
| 3 Ms. PRACHIT HAWAT (Member of the audit committee) | 12 | / | 12 |
| 4 Mr. SOMCHAI KUVIJITSUWAN (Member of the audit committee) | 12 | / | 12 |

8.2.2 The results of duty performance of the audit committee

The Audit Committee held a total of 12 meeting in 2024 and all members attended every meeting to fulfill its duties in accordance with the Audit Committee charter, consistent with the regulations of the Stock Exchange of Thailand, by reviewing matters with the external auditor, the internal audit coordinators, and the Company's management. The Committee reported results of these activities to the Board of Directors quarterly, which are summarized as follows.

Review of Financial Statements

The Committee reviewed significant data and information in the quarterly and annual financial statements of the Company for the year 2024 by meeting with the Company's management and the external auditor to review applicable accounting policies and management judgment made in connection with financial reporting, including Key Audit Matters and findings were considered. The Committee had a meeting with the external auditor without the presence of the Company's management, according to SET best practices, with regards to the appropriateness of accounting policies, the application of new and revised financial reporting standards in effect, and the effectiveness of controls in mitigating risk related to the Company's financial reporting. The Committee also focused on oil price volatility, which could potentially result in a significant financial impact through the stock gain or loss on the Company's earnings. Based on the aforementioned reviews, the Committee had a conclusion consistent with the opinion of the external auditor that the financial statements of Bangchak Sriracha Public Company Limited for the year ended December 31, 2024 were fairly stated, in all material respects, in conformity with Thai Financial Reporting Standards (TFRS), and the financial information was disclosed adequately and appropriately. In addition, the external auditors made no remarks from the audit.

Risk Management

Management reviewed risk management process with the Audit Committee. Key management systems and tools to manage enterprise risks were discussed. The Committee were also updated on key risk areas in 2024 and the actions taken to mitigate these risks. One joint meeting with the Enterprise-Wide Risk Management Committee to discuss and exchange the opinions. The Committee viewed that the risk management process in place is comprehensive, appropriate, and consistent with the Company's current and long-term business strategy as well as significant risk factors in its operating environment.

Internal Controls and Internal Audit

In 2024, the Committee reviewed internal controls covering scope, activities, responsibilities, and resources of the internal

control process. The Committee also reviewed the adequacy and effectiveness of internal controls, internal audit work plan, key issues identified in the internal audit reports, corrective actions, and follow-up on the issues to resolve them. The Committee viewed that the internal control process is adequate and effective and the actions by management for correcting the identified control issues were effective.

Related Party Transactions

The Committee reviewed the appropriateness and reasonableness of related-party transactions and those might result in potential conflicts of interest, based on the principles of reasonableness, transparency, disclosure adequacy, relevancy to normal course of business and best interests of the Company. Based on the review, no issues were identified, and information related to transactions with related parties was adequately disclosed.

Legal and Regulatory Compliance

The Committee reviewed compliance with laws and regulations relevant to the Company's business including those issued by the Stock Exchange of Thailand (SET). Key legal developments relevant to the Company were also reviewed. The Committee noted that no litigation or penalties/fines significantly impacting to the Company's financial statements. The Committee assessed that the processes and systems used to ensure compliance with roles and accountability of directors and management are well defined. The Company has an effective oversight process in assuring compliance with the policies, laws and regulations applicable to the business by all operating units across the Company.

Appointment of External Auditor and Review of the Audit Fee for 2025

The Committee participated in evaluating the external auditor of the Company based on expertise, experience and reputation including assessing its independence and their performance appraisal. For remuneration, the considerations included scope of responsibilities of the external auditor and the fees paid in the past. The Committee concurred with the appointment of the external auditor from KPMG Phoomchai Audit Co., Ltd. The annual audit and quarterly review fee for the Company's consolidated financial statements in the amount of Baht 2 million, and to recommend the Board of Directors to seek approval at the Annual General Meeting of Shareholders.

In summary

The Audit Committee concluded that the Company's financial statements were fairly stated, in all material respects, in accordance with Thai Financial Reporting Standards. The system of internal controls and risk management process were effective and appropriate. Applicable laws and regulations were complied with, and the review did not identify either issues related to related party transactions or conflicts of interest.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 4
Committee (times)

| List of Directors | Meeting attendance Nomination and Remuneration Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Pol.Lt.Gen. CHAIWAT CHOTIMA (The chairman of the subcommittee) | 4 | / | 4 |
| 2 Mr. SOMCHAI KUVIJITSUWAN (Member of the subcommittee) | 2 | / | 2 |
| 3 Mr. PHANTONG LOYKULNANTA (Member of the subcommittee) | 4 | / | 4 |

The results of duty performance of Nomination and Remuneration Committee

Dear Shareholders

Based on the proposal from the Nomination and Remuneration Committee (“NRC”), Bangchak Sriracha Public Company Limited (“the Company”) approved at the Board of Directors Meeting No. 2/2567, held on Wednesday, 21 February 2024, the renaming and amendment of the Committee’s charter. The meeting also reviewed and revised the composition and qualifications of the Committee to ensure that its roles, responsibilities, and authority are clearly defined, aligned, and executed independently in accordance with good corporate governance principles.

Currently, the Nomination Committee consists of three members, all of whom possess extensive experience and expertise in international business management, petroleum business administration, and legal affairs, with details as follows:

1. Pol.Lt.Gen.Chaiwat Chotima, Chairman of Nomination and Remuneration (Independent Director)
2. Mr. Somchai Kuvijitsuwan, Member of Nomination and Remuneration (Independent Director)
3. Mr. Phantong Loykulnanta, Member of Nomination and Remuneration

Ms. Matana Suttatham serves as the Secretary to the Nomination and Remuneration Committee.

Notes:

1. The Board of Directors’ Meeting No. 6/2024, held on Wednesday, 29 May 2024, resolved to appoint Pol.Lt.Gen. Chaiwat Chotima as the Chairman of the Nomination Committee, effective from 29 May 2024.
2. The Board of Directors’ Meeting No. 6/2024, held on Wednesday, 29 May 2024, resolved to appoint Mr. Somchai Kuvijitsuwan as a Member of the Nomination and Remuneration Committee, effective from 29 May 2024.

In 2024, the Nomination and Remuneration Committee carried out its duties as outlined in the Committee’s Charter. The committee was responsible for selecting individuals to replace directors who retired by rotation, considering factors such as knowledge, skills, experience, a good work record, leadership qualities, a broad vision, as well as integrity, ethics, and a positive attitude toward the organization. Additionally, candidates should be able to dedicate sufficient time for the benefit of the Company. The Committee also considered Board Diversity and created a Board Skills Matrix to define the qualifications of the directors to be recruited, addressing any gaps in necessary skills

and ensuring that the qualifications were appropriate and aligned with the Company's board composition and structure. Furthermore, the Committee considered continuity and alignment with the Company's business strategies. The Committee also planned to utilize the Director Pool of the Thai Institute of Directors (IOD) as part of the process for selecting new directors. The Committee diligently carried out all responsibilities assigned by the Board of Directors.

In 2024, the Nomination and Remuneration Committee performed the following key duties:

Determining Guidelines and Processes for Selecting Board Members

- The Nomination and Remuneration Committee established guidelines and processes for selecting individuals to become directors, including the appropriate qualifications, which were approved by the Board of Directors.

Nomination of Candidates for Election as Directors/Independent Directors to Replace Those Retiring by Rotation in 2024

- The Company provided shareholders with the opportunity to propose candidates for consideration as directors at the Annual General Meeting of the Shareholders in 2024, from 24 October 2023, to 1 February 2024. The Company published these guidelines via the SET Link system of the Stock Exchange of Thailand and on the Company's website. However, no shareholders submitted any proposals for director nominations to the Company.

- At the 2024 Annual General Meeting of the Shareholders, there are four directors who retire by rotation, as follows:

1. Mr. Somchai Kuvijitsuwan, Vice Chairman, Independent Director, and Audit Committee Member
2. Miss Khaisri Utaiwan, Independent Director and Audit Committee Member
3. Pol.Lt.Gen. Chaiwat Chotima, Independent Director
4. Mrs. Ratrimani Pasiphol, Director

Mrs. Ratrimani Pasiphol will not be re-elected to be the Company's director for another term in the Meeting due to other businesses.

The Nomination and Remuneration Committee carefully reviewed their qualifications in various aspects, including their educational background, experience, knowledge, skills, and expertise, as well as their performance during their previous term. After thorough consideration, the Committee concluded that the directors/independent directors possess the qualifications and expertise suitable for the Company's business. The Committee therefore proposed to the Board of Directors to submit for approval at the Shareholders' Meeting for consideration and approval of the reappointment of the three directors for another term.

In addition, the Nomination and Remuneration Committee has considered and is of the opinion that Mr. Surachai Kositsareewong has knowledge, abilities, experiences, and expertise that is beneficial to the Company's business, and having ethics in doing business including the qualifications and not having prohibited characteristics according to Section 68 of the Public Limited Companies Act, and the Securities and Exchange Act as well as related announcements. It is proposed to the Board of Directors to submit to the Shareholders' Meeting for consideration and approval the appointment of Mr. Surachai Kositsareewong as a new director of the Company, in replacement of Mrs. Ratrimani Pasiphol, whose term has ended and who will not resume her position as a company director for another term at this Annual General Meeting of Shareholders due to other businesses.

Recommendation on Directors' Remuneration

- The Nomination and Remuneration Committee carefully reviewed, based on up-to-date information and considering various factors in accordance with good corporate governance principles. The Committee recommended the Board of Directors to approve and propose to the 2024 Annual General Meeting of the Shareholders for the approval of the directors' remuneration for 2024. This was determined based on the policy framework, industry benchmarks, the Company's business growth and performance, as well as the responsibilities and performance of the Board of Directors and each sub-committee. The Annual General Meeting of Shareholders approved the proposed directors' remuneration as recommended.
- It is appropriate to propose to the Board of Directors to consider and approve the appointment of Mr. Anuwat Rungruangrattanagul, currently serving as the Company's Senior Executive Vice President - Refinery & Operation, to concurrently hold the positions of the

Company’s Director and Acting Chief Executive Officer, in replacement of Mr. Bundit Hansapaiboon, who has resigned, effective from 1 January 2025 onwards.

The renaming and amendment of the Charter of Nomination, Remuneration and Performance Evaluation Committee

- The Committee considered and deemed it appropriate to propose to the Board of Directors for approval the renaming and amendment of the Charter of the “Nomination, Remuneration, and Performance Evaluation Committee” to the “Nomination and Remuneration Committee.” This change aims to align the scope of authority, duties, and responsibilities of the Committee with the relevant guidelines and policies related to the management practices of the Bangchak Sriracha Group’s joint ventures.

Establishment of Sub-Committees and Appointment of Directors

- As assigned by the Board of Directors at Meeting No. 1/2567 on 17 January 2024, the Nomination and Remuneration Committee was performed with considering and nominating qualified individuals for approval by the Board of Directors regarding the establishment of sub-committees and the appointment of directors. The Nomination and Remuneration Committee reviewed and endorsed the proposal to the Board of Directors for the establishment of the Enterprise-wide Risk Management Committee, the establishment of its charter, and the appointment of the Committee members. This was made to align with the guidelines of the Corporate Governance Report of Thai Listed Companies and other companies in the same industry.

Performance Assessment of the Board of Directors and Chief Executive Officer

- The Committee reviewed and revised the performance evaluation forms for the Board of Directors, including both individual assessments (self-assessment and peer review) and assessments for the entire Board and sub-committees. The revisions were made to ensure they are appropriate and aligned with the principles of good corporate governance for listed companies under the 2017 Corporate Governance Code (CG Code) and the duties and responsibilities of the Board and sub-committees.
- The Committee considered the performance report of the Board of Directors and sub-committees for the year 2024, to be proposed to the Board of Directors for acknowledgment.
- The Committee considered and approved the performance evaluation form for the Chief Executive Officer (CEO KPIs) for the year 2024, as well as the annual performance review of the CEO, to determine appropriate and fair compensation. This was made before presenting the recommendations to the Board of Directors for approval. The review took into account the appropriateness of the responsibilities assigned to the CEO, aligning with the Company’s performance and achievements. It was also benchmarked against similar companies listed on the Stock Exchange of Thailand within the same industry and of comparable size. The proposed compensation was deemed sufficient to motivate high-quality directors and executives to effectively fulfill their duties and achieve the Company’s goals and strategic direction. Information on the compensation is provided in the Corporate Governance Report under the section on key performance.

The Nomination and Remuneration Committee has carried out its duties independently in accordance with the principles of good corporate governance. This ensures that the processes for nominating individuals and determining compensation are transparent, thereby building confidence among shareholders and all stakeholders.

Meeting attendance Sustainability and Corporate Governance Committee

Meeting Sustainability and Corporate Governance Committee (times) : 4

| List of Directors | Meeting attendance Sustainability and Corporate Governance Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 Ms. KHAISRI UTAIWAN (The chairman of the subcommittee) | 3 | / | 3 |

| List of Directors | Meeting attendance Sustainability and Corporate Governance Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 2 Ms. PRACHIT HAWAT (Member of the subcommittee) | 3 | / | 3 |
| 3 GEN. WARAKIAT RATTANANONT (Member of the subcommittee) | 4 | / | 4 |
| 4 Mr. Anuwat Rungruangrattanaul (Member of the subcommittee) | 0 | / | 0 |
| 5 Mr. SURACHAI KOSITSAREEWONG (Member of the subcommittee) | 3 | / | 3 |

The results of duty performance of Sustainability and Corporate Governance

Committee

Dear Shareholders

This Report of Sustainability and Corporate Governance Committee was prepared by Sustainability and Corporate Governance Committee (the “Committee”) to reflect the organization's commitment to driving business operations in line with the principles of good governance, sustainability and transparency in all dimensions. The Committee has a duty to supervise and set clear guidelines to create a balance between business growth and care for society, environment and all stakeholders.

This report outlines key operating results from the past year, including progress towards achieving sustainability targets in line with international standards, such as the United Nations Sustainable Development Goals (SDGs) and industry-accepted sustainability reporting frameworks.

The Committee commits to promote an organizational culture that upholds ethics, honesty and responsibility in order to build trust and confidence among stakeholders and step towards becoming an organization that plays an important role in the international level sustainably.

On Wednesday, 17 January 2024, the Board of Directors' Meeting No. 1/2024 approved the change of the name of the Environment, Social and Governance Committee to the Sustainability and Corporate Governance Committee and approved improvement of the Committee's mission. The Board of Directors' Meeting No. 9/2024 on Wednesday, 21st August 2024 approved the Committee's Charter.

As of 31 December 2024, the Sustainability and Corporate Governance Committee consists of:

- 1) Ms. Khaisri Utaiwan, Chairman of the Sustainability and Corporate Governance Committee
- 2) Ms. Prachit Hawat, Member of the Sustainability and Corporate Governance Committee
- 3) General Warakiat Rattananont, Member of the Sustainability and Corporate Governance Committee
- 4) Mr. Surachai Kositsareewong, Member of the Sustainability and Corporate Governance Committee
- 5) Mr. Bundit Hansapaiboon, Member of the Sustainability and Corporate Governance Committee

Whereas, Dr. Bowornsak Wanichkul, Sustainability and Corporate Governance Executive, was acting as the Secretary of the Committee.

The Committee's Charter stipulates that the Committee shall have the following roles, duties and responsibilities:

- Recommend guidelines on sustainability development and corporate governance to the Board of Directors;
- Supervise the operations of the Board of Directors and Management to ensure compliance with sustainability development guidelines and corporate governance principles;
- Review sustainability development and corporate governance guidelines by comparing with international standards and recommend to

the Board of Directors for consideration and continuous improvement;

- Provide a policy on sustainability development and corporate governance to the Company's Sustainability and Corporate Governance Working Group;
- Perform duties as assigned by the Board of Directors;

To comply with the scope, duties and responsibilities of the Committee as stated in the Charter, the Committee has considered and determined policies, including driving management to be in line with sustainability development guidelines and corporate governance principles.

In 2024, all Committee Members have fully performed their duties as stipulated in the Charter and as assigned by the Board of Directors and summarized implementation results for the Board of Directors regularly to monitor and evaluate the performance in terms of corporate governance, sustainability, and social and environmental care. In summary, the key points are as follows:

1. Shareholders' Rights

- Publicize meeting documents of the 2024 Annual General Meeting of Shareholders on the Company's website from 8th March 2024 onwards, which is no less than 28 days before the meeting date and send invitation of the meeting and meeting documents to shareholders on 19th March 2024, which is no less than 21 days prior to the meeting date.
- Publicize report of the 2024 Annual General Meeting of Shareholders on the Company's website from 24th April 2024 onwards, within 14 days after the meeting date.
- The Company received a full score of 100 (5 coins) for the 2024 Annual General Meeting of Shareholders Quality Assessment Project (AGM Checklist), which is considered excellent and an exemplary, by the Thai Investors Association.

In addition, to maximize the benefits of the meeting and to preserve shareholders' rights, the Company has established a channel for shareholders to submit questions regarding the meeting agenda or other matters that they would like the Company to clarify at the meeting in advance of the shareholders' meeting. The Company is aware of and prioritizes shareholders' rights by encouraging shareholders to exercise their rights and will not take any action that violates or infringes on shareholders' rights.

2. Equitable Treatment of Shareholders

All shareholders shall be treated equally and fairly. The Company shall supervise shareholders to receive equal treatment and protection of their fundamental rights.

- The Company requires that directors and executives shall report their holdings of securities (in the event of any change in holdings) to the Board of Directors' meeting on a monthly basis.

3. Roles of Stakeholders

Follow up on reports of whistleblowing or complaints through the Internal Audit Department. In 2024, no one reported any complaints via the Internal Audit Department at absrc@bangchak.co.th regarding corruption or any unethical conduct.

4. Disclosure and Transparency

- Prepare Form 56-1 One Report/Annual Report and disclose the Company's quarterly operating results and important information for shareholders, investors and the general public, which is complete, sufficient, reliable and timely through various channels continuously, such as the Stock Exchange of Thailand system and the Company's website.
- Announce operating results, Company's information, and future prospect to both domestic and international analysts and investors on a quarterly basis to disclose information on operating results and business trends to analysts and investors, totally 4 times (information as of November 2023).

5. Responsibilities of the Committee

- Enhance skills and knowledge of the Board of Directors to be able to effectively lead and manage the organization in compliance with both short-term and long-term goals and lead the organization towards sustainability by supporting the Board of Directors to participate in various training courses to develop knowledge, skills and expertise in performing their duties, such as courses from the Thai Institute of Directors and other related institutions.
- Prepare information and schedule for orientation for new directors and refinery visits for all directors, totaling 12 persons, including meeting with the Company's executives and employees in Sriracha District, Chonburi Province, to allow the directors to learn overall nature and business operations, roles, duties and responsibilities of the Board of Directors in accordance with relevant laws and regulations, corporate governance policy and other information necessary and beneficial to effective performance of their duties.
- Regularly communicate corporate governance policy to the Board of Directors, emphasize roles and responsibilities of the Board of Directors, such as the use of inside information, continuous reporting of conflicts of interest and vested interests, reporting of securities trading, etc., in the Company's Board of Directors' meetings.

6. Corporate Governance and Anti-corruption

- The Company has Conflict of Interest Report System for initial notification, notification of changes and annual notification for executives and employees.
- The Company has prepared Blackout Insider List, Insider List system in case there is an event involving inside information and blackout period until 1 day after the information has been disclosed to the public to comply with the code of ethics for using inside information, which is stipulated in the Company's Corporate Governance (CG) policy.
- From the improvement and development of the corporate governance process and information disclosure according to the criteria of the Corporate Governance Report of Thai Listed Companies 2024. As a result, the Company's Corporate Governance Report (CGR) received a rating of 5-star "Excellent" (score range 90-100).
- The Company places importance on and emphasizes the policy regarding gift giving during festivals and any other occasions under appropriate discretion in each case, taking into account all relevant factors without any intention to cause inappropriate benefits to the Company in order to promote corporate governance and create good standards in conducting business with all relevant parties equally and fairly.

7. Sustainability Development

- The Company has developed sustainability management by establishing Sustainability Development and Corporate Standards Department to review the vision, mission and propose Sustainability Strategies to align with the organization's business strategy, consisting of Environmental Care, Efficient Operations, Empathetic and Evolving by Innovation or 4E.
- The Company places emphasis on reducing greenhouse gases and has considered and approved the goal of achieving carbon neutrality by 2036 and GHG Net Zero by 2050, Scope 1&2, as well as adopting the Bangchak Group's greenhouse gas reduction strategy (BCP net) and setting a roadmap to achieve the specified goals.
- Consider the sustainability performance of the management team, which consists of the Sustainability Policy Committee (SPC), and Sustainability Management Committee (SMC), such as assessment of materiality, sustainability performance in 2024 preparing roadmap for managing and supervising sustainability and corporate governance, which are medium-term and long-term goals, such as a plan to participate in Thai Private Sector Collective Action against Corruption (CAC), participate in the evaluation of Thailand Quality Award and international organizations, namely S&P – Global etc.
- In 2024, the Company received 4 ISO certifications within one year, which confirms that the current management system is effective and complies with international standards. The certified ISO systems include ISO 14001:2015 Environmental Management System, ISO 45001:2018 Safety Management System, ISO 27001:2022 Information Security Management System, and ISO 50001:2018 Energy Management System.

- The Company has set UN SDGs Goal for 2024, consisting of 9 categories and 15 indicators, in line with the environmental, social, governance and economic dimensions, which have been approved by the Sustainability and Corporate Governance Committee as follows:

Environmental dimension in response to

- SDG 6: Clean Water and Sanitation, covering wastewater management and increasing the efficiency of using limited surface water.
- SDG 12: Responsible Consumption and Production, ensure sustainable consumption, oversee production and manage waste responsibly.
- SDG 13: Climate Action, urgent action to combat climate change and its impacts to protect the planet and ensure sustainability for future generations.
- SDG 14: Life Below Water, support ecosystem, prevent impacts from activities or accidents that may affect the marine environment.
- SDG 15: Life on Land, focus on conservation and protection of biodiversity and natural resources on land.

Social dimension in response to

- SDG 3: Good Health and Well-being, Care for safety and health by reducing risks that affect safety and health, whether from personal hazards or accidents from operations.
- SDG 5: Gender Equality, emphasize on equality and eliminating discrimination and unfair treatment arising from inequality.
- SDG 8: Decent Work and Economic Growth, promote continuous and sustainable economic growth, fair employment and provide job opportunities for disable persons.
- SDG 11: Sustainable Cities and Communities, promote good relations with the community to create stable and sustainable local development.

Governance and economy in response to

- SDG 16: Peace, Justice and Strong Institutions, promote corporate governance in accordance with international principles for sustainability development.
- SDG 17: Partnerships for the Goals, encourage cooperation with partners and stakeholders at all levels to achieve sustainability development goals.

As a result of its emphasis on sustainability and corporate governance, this year, the Company has continuously received rankings and awards in the areas of sustainability and corporate governance, namely:

- Rating of 5-star “Excellent” (score range 90-100) from the Corporate Governance Report (CGR) Survey Project of Thai Listed Companies 2024, organized by the Thai Institute of Directors and the Stock Exchange of Thailand.
- Award for Outstanding Business Establishment on Labor Relations and Welfare for 2024, National Level, Year 1, by the Ministry of Labor
- Award for Outstanding Business Establishment on Occupational Health and Working Environment for 2024, National Level (Gold Level), Year 1, by the Ministry of Labor.
- Received Certificate of Honor for Zero Accident Campaign 2024, Silver Level with a total of 3,075,568 accident-free working hours, according to the Thailand Institute of Occupational Safety and Health (Public Organization).

On behalf of the Sustainability and Corporate Governance Committee, we would like to extend our gratitude to shareholders, executives, employees and all involved parties for supporting the Company to operate efficiently and sustainably. We reaffirm our commitment to maintain the highest standards of sustainability and corporate governance, aimed at fostering long-term trust and confidence among our shareholders and all stakeholders.

Meeting attendance Enterprise-Wide Risk Management Committee

Meeting Enterprise-Wide Risk Management : 2
Committee (times)

| List of Directors | Meeting attendance Enterprise-Wide Risk Management Committee | | |
|---|--|---|----------------------------------|
| | Meeting attendance (times) | / | Meeting attendance right (times) |
| 1 GEN. WARAKIAT RATTANANONT (The chairman of the subcommittee) | 2 | / | 2 |
| 2 Pol.Lt.Gen. CHAIWAT CHOTIMA (Member of the subcommittee) | 1 | / | 2 |
| 3 Mr. PHANTONG LOYKULNANTA (Member of the subcommittee) | 2 | / | 2 |
| 4 Mr. SOMCHAI TEJAVANIJA (Member of the subcommittee) | 2 | / | 2 |
| 5 Mr. Anuwat Rungruangrattanaul (Member of the subcommittee) | 0 | / | 0 |
| 6 Ms. PHATPUREE CHINKULKITNIVAT (Member of the subcommittee) | 2 | / | 2 |

The results of duty performance of Enterprise-Wide Risk Management Committee

Dear Shareholders

To ensure that the company can operate under continuously changing environments, the company places importance on overseeing enterprise risk management as a tool to handle various risk factors both internally and externally. The Board of Directors' Meeting No. 6/2024 dated Wednesday, 29 May 2024 approved the establishment of Enterprise-Wide Risk Management Committee and its Charter which was in effect from 29 May 2024 onwards.

As of 31 December 2024, the Enterprise-Wide Risk Management Committee ("Committee") consisted of:

- 1) General Warakiat Rattananont, Chairman of the Enterprise-Wide Risk Management Committee
- 2) Pol.Lt.Gen. Chaiwat Chotima, Member of the Enterprise-Wide Risk Management Committee
- 3) Mr. Phantong Loykulnanta, Member of the Enterprise-Wide Risk Management Committee
- 4) Mr. Somchai Tejavanija, Member of the Enterprise-Wide Risk Management Committee
- 5) Mr. Bundit Hansapaiboon, Member of the Enterprise-Wide Risk Management Committee
- 6) Ms. Phatpuree Chinkulkitnivat, Member of the Enterprise-Wide Risk Management Committee

Whereas, Mr. Phiphawat Sitthichaikasem, Enterprise-Wide Risk Management Executive, was acting as the Secretary of the Committee.

To align with the scope, duties, and responsibilities of the committee as defined by the committee's charter, the committee has considered and established risk management policies, strategies, and goals for the entire organization to continuously develop effective enterprise risk management system including supports and promotes cooperation in risk management at all levels of the organization and ensures that the company has appropriate and effective risk management. The chairman of the Enterprise-Wide Risk Management Committee reports the meeting results to the Board of Directors in the next meeting and performs duties as assigned by the board of directors. This includes driving the management of risks and uncertainties that may affect the company's operations, covering Strategy, Operation, Financial and Reputation risks. The committee performs its duties as assigned by the board of directors according to the principles of enterprise risk management.

The Committee has established an Enterprise-Wide Risk Management structure and set up Enterprise Risk Management Sub-committee ("Sub-committee") led by the Chief Executive Officer and comprising senior executives. The subcommittee is responsible for developing

the risk management system by reviewing acceptable risk frameworks and guidelines for managing risks in all dimensions, including: (1) Strategic risks, such as managing risks from government legislation, changes in supply and demand due to various situations both domestically and internationally that may impact the market, etc. (2) Operational risks, such as managing revenue risks from oil sales, cybersecurity risks, etc. (3) Financial risks, such as exchange rate and interest rate risks, risks from refining margin volatility, etc. and (4) Reputational risks, such as risks affecting the community, customer satisfaction risks, etc., to align with changing situations and factors. This also includes reviewing internal and external environments that may impact the company's operational goals.

Price and Financial Risk Management Committee has been established, led by the Chief Executive Officer and comprising senior executives. The committee is responsible for developing the risk management system, setting policies and risk management goals for the company's business operations arising from refining, oil price volatility, and continuous fluctuations in the Thai Baht. The aim is to keep business volatility at a level that minimally impacts the company's performance.

During the period of the establishment of the Committee, enterprise-wide risk was being considered and overseen by the Company's management. Moreover, there was a joint meeting with the Audit Committee and internal auditors on 22 January 2024.

In 2024, the Committee has performed the following important duties:

- Overseeing, considering policies, and managing the company's key risks, which may arise from rapidly changing business situations due to both external and internal factors that can have both negative and positive impacts. This involves creating a risk management plan alongside corporate strategy development, which includes scenario planning to anticipate various potential situations. This allows for adjustments in operations to align with actual situations. Additionally, it involves defining and monitoring Key Risk Indicators (KRIs) that impact the organization's Key Performance Indicators (KPIs) to respond promptly to rapidly changing business conditions influenced by various factors, such as escalating global geopolitical tensions affecting the overall economy, the gradual recovery of the global economy from stable and potentially decreasing inflation, declining interest rates, climate change issues, safety, environmental, social, and community impacts, compliance with anti-corruption laws, monitoring cybersecurity threats, and changes in government policies. This is to ensure sustainable business development in harmony with the environment and society under corporate governance. The committee thus promotes and emphasizes risk management, including assessing partner risks and stakeholder needs, monitoring and tracking overall impacts to keep risks at an acceptable level and ensure appropriate operations across the Bangchak Group.

The Enterprise Risk Management Committee is committed to ensuring that the company oversees and manages risks at an appropriate level. This approach ensures that the company operates efficiently and achieves its goals across the entire organization.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

In 2024, the Audit Committee reviewed internal controls covering scope, activities, responsibilities, and resources of the internal control process. The Audit Committee also reviewed the adequacy and effectiveness of internal controls, internal audit work plan, key issues identified in the internal audit reports, corrective actions, and follow-up on the issues to resolve them. The Audit Committee viewed that the internal control process is adequate and effective and the actions by management for correcting the identified control issues were effective.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

Internal Controls

The Audit Committee independently evaluates and reviews the effectiveness of the Company's internal control systems to ensure that they are in compliance with good corporate governance principles and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) internal control framework, which is a generally accepted control framework. COSO consists of five integrated components: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities. The Audit Committee reviewed internal audit reports including audit findings and recommendations. Based on the Audit Committee's assessment, the Board concluded that the Company's internal control systems are adequate and effective and are functioning consistently with corporate governance principles and the COSO internal control framework as summarized in the following sections.

Control Environment

The existing organizational structure is appropriate and effective for the Company's businesses operations. It is the Company's policy that directors, officers, and employees are expected to observe the highest code of ethics and avoid any actual or apparent conflict between their own personal interests and the interests of the Company. They are also expected to deal fairly with each other or with the Company's suppliers, customers, competitors, and other third parties.

Risk Management

The Company applies rigorous risk assessment and management practices in all aspects of its business. The Company has processes in place to analyze and assess the significance of risks and determine mitigation measures to reduce those risks to the extent feasible. Risk management plans are embedded as an integral part of business processes, developed with consideration for both internal and external risk factors, and designed to include follow-up processes to ensure effective implementation and continuous improvement.

Control Activities

The Company adopted a Delegation of Authority Guide which summarizes the responsibilities and authorities that form the overall framework for ensuring business arrangements and transactions are reviewed and approved at an appropriate level. By delegating authority, management ensures decisions will be made by individuals with the required skills and knowledge. A basic premise is that the delegated authority bears with it the obligation to exercise good business judgment and due diligence as well as effective segregation of duties. In addition, the Company's computer systems include effective application and general controls.

Information and Communication

Meeting agendas and supporting information are provided to Board members in a timely fashion to ensure that material information is available to those responsible for making relevant decisions. Minutes of the Board meetings, including relevant comments by Board members, are properly documented for subsequent review. All financial and supporting documents are retained in

accordance with the Company's Information Management System (IMS). The Company provides ongoing internal control training for employees.

Monitoring Activities

Internal audit staff independently assesses compliance with policies and procedures and evaluate the effectiveness of all control systems relating to the business. Material control weaknesses, irregularities, and business practice issues are promptly addressed and reported to management and subsequently reviewed by the Audit Committee. Corrective actions, in accordance with internal audit findings and recommendations, are monitored by the management of each business until the issues are appropriately resolved. The Audit Committee periodically reviews and assesses the effectiveness of the management follow up process.

Internal Control System

The Company recognizes the importance of an effective internal control system. In this regard, extensive internal controls, and procedures, including Decentralization of Management, Segregation of Duties and Responsibilities, Documentation, Supervision and Review, Timeliness, Relevance to Risk and Minimum Inter-Dependence of Controls are fully established to ensure the effective, efficient, proper utilization of the Company's resources and to make sure business activities are conducted properly and in accordance with management's general and specific directives. The 7 elements of internal control including "Management, Leadership, Commitment & Accountability", "Risk Assessment", "Business Process Management & Improvement", "Personnel & Training", "Management of Change", "Reporting & Resolution of Control Weakness", and "Controls Integrity Assessment" which have been formally assessed by independent audit staff and external auditors during each audit cycle. This includes a review of the effectiveness of all financial and operational controls.

Auditing and Compliance

Business Practices Review (BPR)

The Company has long recognized the importance and value of sound corporate governance, a straight-forward business model, and high ethical business standards. We believe the methods we use to obtain business results are as important as the results themselves. All employees are expected to be familiar with the Company's policies and standards of business conduct and apply them to their daily work. They are required to confirm their knowledge and compliance with the policies and standards on an annual basis. In addition, formal business practice reviews (BPR) are attended by all employees every four years. The BPR objectives are:

- Promote the Company's reputation for honesty and straightforward approach to business integrity;

- Promote clear understanding of and compliance with the Standards of Business Conduct;
- Demonstrate applicability of the Standards to all aspects of day-to-day business activities and practices at every level in the organization;
- Convey consequences for non-compliance with the Standards;
- Identify, evaluate, report, and where necessary, correct practices that may not be consistent with policies; and
- Report compliance concerns and ensure employee awareness of channels available for reporting concerns.

Internal Audit

The internal audit staff independently assesses compliance with policies and procedures and evaluates the effectiveness of all control systems related to the business. Generally, each segment of the business is subject to an internal audit every three years and appoint controls advisors to provide guidance on controls self-assessments for their units. Management of each business segment is obligated to consider all internal audit and self-assessment findings and recommendations, and take appropriate corrective actions. In addition, the results of internal audits are reviewed by the Audit Committee.

Independent External Audit

Independent external auditors audit the Company's financial statements in accordance with generally accepted auditing standards in Thailand to ensure that the financial statements are free of material misstatement and in conformity with generally accepted accounting principles.

9.1.2 Deficiencies related to the internal control system

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Total number of deficiencies related to the internal control system (cases) | 0 | 0 | 0 |

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No
different from the board of directors' opinions?

Does the auditor have any observations on the company's : Yes
internal control?

The auditor's observations regarding internal controls relate to general IT controls, specifically in the areas of program and data access, as well as computer operations. However, these observations do not have a material impact on the audit plan or the financial statements presented.

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

According to the Internal Audit Committee Meeting No. 11/2023 on November 6, 2023, it was resolved to appoint Ms. Tanyarat Ratwattanakulkit as the Head of Internal Audit considering her knowledge and expertise in auditing and the company's business, effective from December 1, 2023.

In 2024, the Head of Internal Audit attended the following training programs:

- IIA_Auditor in Charge Tools and Techniques
- TFAC_CAE Chief Audit Executive Professional Leadership Program (Batch 5)
- IIA_Audit Strategic Planning
- Seminars on new audit standards organized by IOD, KPMG, and PWC

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes
the internal audit unit require the audit committee approval?

In 2024, there was no change of the Head of Internal Audit. However, if a transfer were to occur, it would require prior approval from the Audit Committee in accordance with the Audit Committee Charter.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

| Name of person or entity/type of business | Nature of relationship | Information as of date |
|--|---|------------------------|
| <p>Bangchak Corporation Public Company Limited (BCP)</p> <p>Its core business is petroleum refining to produce high-standard products from domestic and international sources operated by two world-class complex refineries, with the production capacity of nearly 300,000 barrels per day; Bangchak Phra Khanong Refinery in Bangkok, and Bangchak Sriracha in Chonburi province. Bangchak produces and distributes its products through more than 2,000 service stations nationwide. It has expanded its businesses to oil trading, green power, bio-based products, and natural resources and business development.</p> | BCP is major shareholder 81.74% interest in company. | 31 Dec 2024 |
| <p>BCP Trading Pte. Ltd. (“BCPT”)</p> <p>Incorporated in Singapore with a registered capital of USD30 million wholly owned, BCPT engages in commodity trading including crude oil, petroleum products, petrochemicals, other chemical products, and other downstream businesses.</p> | BCPT is a subsidiary of BCP, in which BCP holds a 100% direct equity stake. | 31 Dec 2024 |
| <p>BBGI Public Company Limited (“BBGI”)</p> <p>BBGI engages in business manufactures and distributes ethanol, biodiesel, and by-products. BBGI’s subsidiaries and associates have a total capacity of 1,600,000 liters per day (600,000 liters per day of ethanol and 1,000,000 liters per day of biodiesel).</p> | BCP holds a 45% stake in BBGI. | 31 Dec 2024 |

| Name of person or entity/type of business | Nature of relationship | Information as of date |
|--|--|------------------------|
| <p>BBGI Bioethanol Public Company Limited (BBGI-NP/BP)</p> <p>BBGI-NP/BP is wholly owned by BBGI. It engages in the production and distribution of ethanol obtained from molasses, a by-product of the sugar production process. Currently, KGI has two ethanol manufacturers operating in Bo Phloi District, Kanchanaburi, with a capacity of 300,000 liters per day and Nam Phong District, Khon Kaen, with a capacity of 150,000 liters per day, which is currently being renovated to increase the capacity by 200,000 liters per day.</p> | <p>It is a subsidiary of BCP, in which BCP holds an indirect 60% stake.</p> | <p>31 Dec 2024</p> |
| <p>BBGI Bioethanol (Chachoengsao) Company Limited ("BBGI-PS")</p> <p>BBGI holds 85%. Located in Amphoe Phanom Sarakham, Chachoengsao, it produces ethanol from fresh cassava, cassava chips, sugar, and molasses with a capacity of 150,000 liters a day.</p> | <p>BBGI holds 85%.</p> | <p>31 Dec 2024</p> |
| <p>BBGI Biodiesel Company Limited. ("BBGI-BI")</p> <p>BBGI-BI engages in the production of biodiesel from crude palm oil, a basic raw material, with the nameplate capacity raised to 1,000,000 liters a day. The company is located in Bang Pa-in, next to Bangchak's oil depot in Ayutthaya.</p> | <p>BBGI-BI is a subsidiary of BCP, in which BCP holds an indirect 42% stake.</p> | <p>31 Dec 2024</p> |

| Name of person or entity/type of business | Nature of relationship | Information as of date |
|--|--|------------------------|
| <p>Bangkok Fuel Pipeline and Logistics Company Limited. (“BFPL”)</p> <p>Bangkok Fuel Pipeline and Logistics Company Limited. (“BFPL”)</p> <p>BFPL engages in the business of fuel transportation and logistics, which</p> <p>Bangchak holds 100%.Currently operates a fuel delivery service through an underground fuel pipeline system which is a type that can transport many kinds of oil (multi product pipeline). The pipeline begins at the Bangchak Refinery, walking along the railway line to the oil depot in Chong Nonsi, continuing to the oil depot at Don Mueang Airport, and further to the Company's oil depot in Bang Pa-in district. There is also a pipeline connection in the Makkasan area to Suvarnabhumi Airport to deliver jet fuel.</p> | <p>BFPL is a subsidiary of BCP, in which BCP holds a 100% direct equity stake.</p> | <p>31 Dec 2024</p> |
| <p>Bangchak Treasury Center Company Limited (“BCTC”)</p> <p>BCTC operates the business in Treasury Center (TC) and International Business Center (IBC).</p> | <p>BCP holds a 100% stake.</p> | <p>31 Dec 2024</p> |
| <p>Bangchak Green Net Co., Ltd. (BGN)</p> <p>BGN engages in service station administration and sales management of consumer products at Baichak shops.</p> | <p>BCP holds 49%.</p> | <p>31 Dec 2024</p> |

| Name of person or entity/type of business | Nature of relationship | Information as of date |
|---|--|------------------------|
| <p>Bangchak Retail Co., Ltd. (BCR) BCR engages in the food and drinks business to accommodate continuous growth in the retail business. BCR now has 1,002 Inthanin coffee shops (as of 31 December 2022).</p> | <p>Wholly owned subsidiary of BCP.</p> | <p>31 Dec 2024</p> |

Details of related party transactions

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|--|--|------|-----------|
| | 2022 | 2023 | 2024 |
| Bangchak Corporation Public Company Limited (BCP) | | | |
| Transaction 1 <u>Nature of transaction</u> Sale and Purchase Products Agreement <u>Details</u> Companies sell petroleum products to each other to manage transportation costs. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | - | - | 62,617.00 |
| Transaction 2 <u>Nature of transaction</u> Product and Service Agreement <u>Details</u> <ul style="list-style-type: none"> - The company purchases premium products with stipulated price in the contract with BCP, and swap products for logistics cost reduction benefits. - BCP authorizes the company to use BCP's trademarks and formula with products such as Diesel, Gasohol and other products which fee are stipulated in contract. - BCP provides services to the company covering a wide range of management consulting, technical, functional advice, administrative, and other supporting services. - BCP provides management services to align process within group company. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> | - | - | 6,572.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|---|--|------|------------|
| | 2022 | 2023 | 2024 |
| The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | | | |
| BCP Trading Pte. Ltd. ("BCPT") | | | |
| Transaction 1 <u>Nature of transaction</u> Crude oil, Products and Feedstock Supply Agreement <u>Details</u> The company sells crude oil, products, and feedstock with BCPT which price and volume are stipulated in contract. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | - | - | 8,428.00 |
| Transaction 2 <u>Nature of transaction</u> Crude oil, Products and Feedstock Supply Agreement <u>Details</u> The company purchases crude oil, products, and feedstock with BCPT which price and volume are stipulated in contract. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | - | - | 167,290.00 |
| BBGI Public Company Limited ("BBGI") | | | |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|---|--|------|----------|
| | 2022 | 2023 | 2024 |
| Transaction 1 <u>Nature of transaction</u> Purchase agreement <u>Details</u> The company purchases raw materials from BBGI which price and volume are stipulated in contract. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | - | - | 4,924.00 |
| BBGI Bioethanol Public Company Limited (BBGI-NP/BP) | | | |
| Transaction 1 <u>Nature of transaction</u> Purchase agreement <u>Details</u> The company purchases raw materials from BBGI-NPBP which price and volume are stipulated in contract. <u>Necessity/reasonableness</u> Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee. <u>Audit committee's opinion</u> The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | - | - | 1,261.00 |
| Transaction 2 <u>Nature of transaction</u> Sale product agreement <u>Details</u> | - | - | 1.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|--|--|------|----------|
| | 2022 | 2023 | 2024 |
| <p>BBGI-NPBP purchases products from the company at market price.</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | | | |
| BBGI Bioethanol (Chachoengsao) Company Limited ("BBGI-PS") | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Purchase agreement</p> <p><u>Details</u></p> <p>The company purchases raw materials from BBGI-PS which price and volume are stipulated in contract.</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | - | - | 1,287.00 |
| BBGI Biodiesel Company Limited. ("BBGI-BI") | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Purchase agreement</p> <p><u>Details</u></p> <p>The company purchases raw materials from BBGI-BI which price and volume are stipulated in contract.</p> <p><u>Necessity/reasonableness</u></p> | - | - | 1,691.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|---|--|------|----------|
| | 2022 | 2023 | 2024 |
| <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | | | |
| Bangkok Fuel Pipeline and Logistics Company Limited.(“BFPL”) Bangkok Fuel Pipeline and Logistics Company Limited.(“BFPL”) | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Throughput Agreement, Agreement for Petroleum Logistics Services (Truck and Marine Transport) and Storage management.</p> <p><u>Details</u></p> <p>BFPL provides logistic services via pipeline, truck and vessel from the company’s storage location to customer or other storage location. BFPL provides storage management services which price are stipulated in contract.</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | - | - | 345.00 |
| Bangchak Corporation Public Company Limited (BCP) | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Loan Balance under Short-Term Loan Agreement</p> <p><u>Details</u></p> <p>BCP provides a revolving loan facility to The company with the maximum aggregate amount of Baht 8,000.</p> <p><u>Necessity/reasonableness</u></p> | - | - | 3,000.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|---|--|------|-------|
| | 2022 | 2023 | 2024 |
| <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | | | |
| <p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Interest Expense under Short-Term Loan Agreement</p> <p><u>Details</u></p> <p>BCP provides a revolving loan facility to The company with the maximum aggregate amount of Baht 8,000.</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | - | - | 1.00 |
| Bangchak Treasury Center Company Limited ("BCTC") | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Interest Expense under Short-Term Loan Agreement</p> <p><u>Details</u></p> <p>BCTC provides a revolving loan facility to The company with the maximum aggregate amount of Baht 8,000.</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> | - | - | 19.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|--|--|------|-------|
| | 2022 | 2023 | 2024 |
| <p>The company's audit committee has reviewed various information and concluded that these transactions are related to normal business operations for the company's best interests. They are reasonable, transparent, and consistent with the principles previously provided. Additionally, the relevant information has been appropriately disclosed.</p> | | | |
| Bangchak Green Net Co., Ltd. (BGN), Bangchak Retail Co., Ltd. (BCR) | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Other Service Agreement</p> <p><u>Details</u></p> <p>Other Services</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed.</p> | - | - | 16.00 |
| Bangchak Treasury Center Company Limited ("BCTC") | | | |
| <p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Other Services Agreement</p> <p><u>Details</u></p> <p>Other Services</p> <p><u>Necessity/reasonableness</u></p> <p>Related party transactions undertaken pursuant to these agreements are for the benefit of the Company and were subject to review by the Audit Committee.</p> <p><u>Audit committee's opinion</u></p> | - | - | 2.00 |

| Related party transactions | Transaction value at the end of the fiscal year (million baht) | | |
|---|--|------|------|
| | 2022 | 2023 | 2024 |
| The Audit Committee considered and provided an opinion that such transactions were entered into in the normal course of business, consistent with prescribed criteria, and were properly disclosed. | | | |

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Related Party Transactions

The company is a related entity within the Bangchak Corporation Public Company Limited (“Bangchak group”). The Company executed agreements with Bangchak group in order to leverage their expertise in the oil and gas industry operation and support services. These agreements are beneficial to the Company and its operations. The terms and conditions of the agreements are appropriate and reasonable. All of the related party agreements were either reviewed by the Audit Committee or are consistent with prescribed criteria.

Approval of related party transactions

Related party agreements are established in the normal course of business. The approval processes for related party agreements are consistent with those prescribed by the relevant rules and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand. If there is a likelihood of a conflict of interest arising from the Company’s entry into a related party agreement with a person who is a shareholder, director or executive of the Company, the said shareholder, director or executive will not participate in the approval process for the agreement. On August 31, 2023, the Board of Directors provided an approval for the Company and its subsidiaries to enter into certain transactions with its directors, executives, and/or related persons (as defined in the Securities and Exchange Act) where, in principle, such transactions are on the same terms as those which may ordinarily be entered into by persons with unrelated counterparties under similar circumstances, based on commercial negotiations, and without preference resulting from the status of being a director, executive or related person, as the case may be, or where the transactions reflect fair prices which terms and conditions are the same as dealing with external parties (arm’s length basis) or are on a cost or cost plus basis pursuant to agreements between the Company and its affiliates, or where the charges under the transactions are consistent with those charged by other affiliates around the world for similar services or goods, or where the interest expense in connection with financing transactions with the Company’s affiliates is generally based on fair rates or market rates.

Future trends in related party transactions

Any new related party agreements will comply with the Board resolution of August 31, 2023 described above, as well as the applicable laws and regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand. Subject to the above, if the Company proposes executing a related party agreement not consistent with the August 31, 2023 Board resolution, the Audit Committee will review and render an opinion on such an agreement. The Audit committee’s opinion will be communicated to the Board of directors or shareholders, as the case may be, to ensure the proposed agreement is in the best interest of the Company.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the
Financial Report

Statement of Board of Directors' Responsibilities for Financial Reporting

The accompanying consolidated financial statements of Bangchak Sriracha Public Company Limited and its subsidiaries and the financial statements of Bangchak Sriracha Public Company Limited have been prepared in conformity with the requirements of the Public Limited Company Act B.E. 2535, the Securities and Exchange Commission Act B.E. 2535, the Announcement of the Department of Business Development dated September 28, 2011 issued in accordance with Section 11, Paragraph 3 of the Accounting Act B.E. 2543, and the Financial Reporting Standards prescribed by the Federation of Accounting Professions.

The Board of Directors is responsible for the financial statements which have been prepared in a prudent manner and contain accurate and complete material information to provide reasonable assurance that the financial position, results of operations and cash flows of the Company and its subsidiaries are presented accurately, an effective internal control system has been established, accounting records have been properly and adequately maintained to safeguard assets and prevent fraud and other irregularities with material implications, appropriate accounting policies have been consistently applied in accordance with Financial Reporting Standards and material information has been adequately disclosed in the notes to the financial statements. The independent auditor has expressed opinion on the financial statements of Bangchak Sriracha Public Company Limited and its subsidiaries in the Auditor's Report.



Mr. Suthep Wongvorazathe

Chairman



Mr. Anuwat Rungruangrattanagul

Director and Acting Chief Executive Officer

BANGCHAK SRIRACHA PUBLIC COMPANY LIMITED
CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
31 DECEMBER 2024

Auditor's Report

**Bangchak Sriracha Public Company Limited and its
Subsidiaries**

Financial statements for the year ended
31 December 2024
and
Independent auditor's report



KPMG Phoomchai Audit Ltd.
50th Floor, Empire Tower
1 South Sathorn Road, Yannawa
Sathorn, Bangkok 10120, Thailand
Tel +66 2677 2000
Fax +66 2677 2222
Website home.kpmg/th

บริษัท เคพีเอ็มจี ภูมิไชย สอบบัญชี จำกัด
ชั้น 50 เอ็มไพร์ทาวเวอร์
1 ถนนสาทรใต้ แขวงยานนาวา
เขตสาทร กรุงเทพฯ 10120
โทร +66 2677 2000
แฟกซ์ +66 2677 2222
เว็บไซต์ home.kpmg/th

Independent Auditor's Report

To the Shareholders of Bangchak Sriracha Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Bangchak Sriracha Public Company Limited and its subsidiaries (the "Group") and of Bangchak Sriracha Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2024, the consolidated and separate statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



| Valuation of inventories | |
|---|--|
| Refer to Notes 8 to the consolidated and separate financial statements. | |
| The key audit matter | How the matter was addressed in the audit |
| <p>As at 31 December 2024, the Group held inventories, of which were crude oil and petroleum products, amounted to Baht 15,164 million, representing 23% of the Group's total assets.</p> <p>Costs of inventories comprises purchase prices of crude oil and manufacturing-related expenses, which are allocated to each type of the products arising from the production process. The Group measures inventories at lower of cost and net realisable value.</p> <p>Due to balances of crude oil and petroleum products are material to the consolidated financial statements, and the continuous volatility in prices of crude oil and petroleum products may result in the net realisable value being lower than the cost, I consider this matter to be a key audit matter.</p> | <p>The audit procedures included:</p> <ul style="list-style-type: none"> • Inquiring management to obtain an understanding of the cost calculation for each type of the products and the Group's policies in considering the estimated net realisable value, and evaluating the compliance with applicable financial reporting standards as well as the Group's policies; • Evaluating the appropriateness of the net realizable value calculation as at the end of the reporting period, assessing the reasonableness of market prices by comparing them with expected selling prices, and testing the accuracy of the calculations; and • Evaluating the adequacy of the financial statement disclosures in accordance with the Thai Financial Reporting Standards. |

| Revenue Recognition | |
|--|--|
| Refer to Notes 17 to the consolidated and separate financial statements. | |
| The key audit matter | How the matter was addressed in the audit |
| <p>The Group recognises revenue contractual prices and the quantity of petroleum products upon the delivery. The contractual selling prices refer to market prices adjusted for premiums or discounts depending on sales channels and agreements with customers. Sales quantity is measured upon delivery by using appropriate measurement devices. Products are delivered to customers through pipeline systems, tanker or tanker vessels.</p> <p>Due to the amounts and transactions of sales revenue were material, and the pricing of selling prices depended on market prices and contractual adjustments, I consider this matter to be a key audit matter.</p> | <p>The audit procedures included:</p> <ul style="list-style-type: none"> • Inquiring management to obtain an understanding of revenue recognition in accordance with TFRS and the Group's policies in recognising relevant revenue, and evaluating the appropriateness of and compliance with these Group's policies; • Obtaining an understanding of and testing the design and operating effectiveness of key controls in relation to the revenue recognition; • Selecting major customers, on a sampling basis, for sales confirmations and performed detailed testing of sample sale transactions during the year against supporting document, as invoices, shipping documents and sales contracts; • Performing, on a sampling basis, by selecting sales transactions before and after the end of the reporting period to test that revenue was recognised in the proper period based on contractual terms specified in shipping documents and invoices; and • Evaluating the adequacy of the financial statement disclosures in accordance with the Thai Financial Reporting Standards. |



Emphasis of Matter

I draw attention to notes 3 to the financial statements describing the effect of the Company's adoption from 1 January 2024 of change the accounting policy on the inventory valuation from the FIFO method to weighted average method, which are included as comparative information, are components of the audited consolidated and separate financial statements as at and for the year ended 31 December 2023, which were audited by another auditor who expressed an unmodified opinion thereon in her report dated 21 February 2024, after making the adjustments described in notes 3. My conclusion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.



Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.



From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in blue ink, appearing to read 'Yoottapong Soontalinka', with a long horizontal flourish extending to the right.

(Yoottapong Soontalinka)
Certified Public Accountant
Registration No. 10604

KPMG Phoomchai Audit Ltd.
Bangkok
19 February 2025

Financial Statements

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of financial position

| | | Consolidated financial statements | | | Separate financial statements | | |
|---|-------|--------------------------------------|-----------------------------------|---------------------------------|----------------------------------|-----------------------------------|---------------------------------|
| Assets | Note | 31 December 2024 | 31 December 2023 (Restated) | 1 January 2023 (Restated) | 31 December 2024 | 31 December 2023 (Restated) | 1 January 2023 (Restated) |
| (in thousand Baht) | | | | | | | |
| Current assets | | | | | | | |
| Cash and cash equivalents | 6 | 1,190,788 | 976,369 | 586,070 | 1,190,788 | 975,567 | 586,070 |
| Trade and other current receivables | 5, 7 | 13,588,852 | 15,373,051 | 24,302,787 | 13,654,834 | 15,442,237 | 24,355,292 |
| Inventories | 3, 8 | 16,466,836 | 18,712,656 | 26,119,027 | 16,466,836 | 18,712,656 | 26,119,027 |
| Other current derivative assets | 22 | 180,170 | - | - | 180,170 | - | - |
| Other current assets | 5 | 1,625,330 | 1,345,437 | 3,140,197 | 1,606,391 | 1,341,904 | 3,224,263 |
| Total current assets | | 33,051,976 | 36,407,513 | 54,148,081 | 33,099,019 | 36,472,364 | 54,284,652 |
| Non-current assets | | | | | | | |
| Financial assets designated at fair value | | | | | | | |
| through other comprehensive income | 22 | 535,500 | 1,075,500 | 1,093,981 | 535,500 | 1,075,500 | 1,093,981 |
| Investments in subsidiaries | 9 | - | - | - | 121,194 | 114,593 | 114,593 |
| Investments in associates | 10 | 2,258,643 | 2,079,282 | 2,197,477 | 1,729,860 | 1,729,860 | 1,729,360 |
| Long-term loans to related parties | 5 | - | - | - | 3,764,015 | 3,808,101 | 3,687,725 |
| Property, plant and equipment | 11 | 21,857,078 | 22,887,628 | 22,982,043 | 17,672,295 | 18,702,845 | 18,797,260 |
| Right-of-use assets | 12 | 3,201,106 | 3,435,603 | 3,823,186 | 3,222,352 | 3,478,098 | 3,827,492 |
| Intangible assets | | 179,686 | 296,829 | 125,961 | 179,686 | 296,829 | 125,961 |
| Deferred tax assets | 3, 19 | 1,247,632 | 665,641 | 242,884 | 1,140,699 | 558,899 | 134,392 |
| Other non-current assets | 5 | 3,501,999 | 4,213,999 | 2,723,236 | 3,501,906 | 4,213,906 | 2,723,196 |
| Total non-current assets | | 32,781,644 | 34,654,482 | 33,188,768 | 31,867,507 | 33,978,631 | 32,233,960 |
| Total assets | | 65,833,620 | 71,061,995 | 87,336,849 | 64,966,526 | 70,450,995 | 86,518,612 |

SBA

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of financial position


| | | Consolidated financial statements | | | Separate financial statements | | |
|--|-------|--------------------------------------|-----------------------------------|---------------------------------|----------------------------------|-----------------------------------|---------------------------------|
| Liabilities and equity | Note | 31 December 2024 | 31 December 2023 (Restated) | 1 January 2023 (Restated) | 31 December 2024 | 31 December 2023 (Restated) | 1 January 2023 (Restated) |
| (in thousand Baht) | | | | | | | |
| Current liabilities | | | | | | | |
| Bank overdrafts and short-term borrowings | | | | | | | |
| from financial institutions | 14 | 5,994,876 | 8,233,730 | 9,739,338 | 5,994,876 | 8,233,730 | 9,739,338 |
| Trade and other payables | 5 | 11,429,086 | 8,371,379 | 16,564,087 | 11,439,373 | 8,428,475 | 16,565,532 |
| Current portion of long-term borrowings | | | | | | | |
| from financial institutions | 14 | 4,969,237 | 4,641,006 | 1,667,067 | 4,969,237 | 4,641,006 | 1,667,067 |
| Current portion of long-term loans | | | | | | | |
| from related parties | 5 | - | - | 3,666,667 | - | - | 3,666,667 |
| Current portion of lease liabilities | | 343,437 | 287,377 | 319,210 | 343,437 | 308,895 | 323,744 |
| Short-term loans from related party | 5 | 3,000,000 | - | 16,696,199 | 3,000,000 | - | 16,697,027 |
| Corporate income tax payables | | 866 | 262,374 | 269 | - | 267,392 | - |
| Other current derivative liabilities | 22 | 19,760 | - | - | 19,760 | - | - |
| Current provisions for employee benefits | 3, 16 | 393,915 | 821,993 | 971,593 | 393,915 | 821,993 | 971,593 |
| Total current liabilities | | 26,151,177 | 22,617,859 | 49,624,430 | 26,160,598 | 22,701,491 | 49,630,968 |
| Non-current liabilities | | | | | | | |
| Long-term borrowings from | | | | | | | |
| financial institutions | 14 | 6,617,439 | 15,433,244 | 1,415,667 | 6,617,439 | 15,433,244 | 1,415,667 |
| Long-term loans from related party | 5 | - | - | 2,750,000 | 6,784 | 1,000 | 2,751,034 |
| Lease liabilities | | 1,714,410 | 1,921,981 | 2,117,860 | 1,735,928 | 1,943,228 | 2,117,860 |
| Debentures | 15 | 3,875,624 | - | - | 3,875,624 | - | - |
| Non-current provisions for employee benefits | 3, 16 | 2,294,038 | 2,766,105 | 2,503,988 | 2,294,038 | 2,766,105 | 2,503,988 |
| Total non-current liabilities | | 14,501,511 | 20,121,330 | 8,787,515 | 14,529,813 | 20,143,577 | 8,788,549 |
| Total liabilities | | 40,652,688 | 42,739,189 | 58,411,945 | 40,690,411 | 42,845,068 | 58,419,517 |

582

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of financial position

| | | Consolidated financial statements | | | Separate financial statements | | |
|---|------|--------------------------------------|--------------------|--------------------|----------------------------------|--------------------|--------------------|
| | | 31 December | 31 December | 1 January | 31 December | 31 December | 1 January |
| Liabilities and equity | Note | 2024 | 2023 (Restated) | 2023 (Restated) | 2024 | 2023 (Restated) | 2023 (Restated) |
| (in thousand Baht) | | | | | | | |
| Equity | | | | | | | |
| Share capital | | | | | | | |
| Authorised share capital | | | | | | | |
| 3,467,916,666 ordinary shares with par value of Baht 4.9338 per share | | 17,110,007 | 17,110,007 | 17,110,007 | 17,110,007 | 17,110,007 | 17,110,007 |
| Issued and paid-up share capital | | | | | | | |
| 3,460,858,000 ordinary shares with paid-up value of Baht 4.9338 per share | | 17,075,181 | 17,075,181 | 17,075,181 | 17,075,181 | 17,075,181 | 17,075,181 |
| Share premium | | 4,031,711 | 4,031,711 | 4,031,711 | 4,031,711 | 4,031,711 | 4,031,711 |
| Retained earnings | | | | | | | |
| Appropriated | | | | | | | |
| Legal reserve | | 1,365,933 | 1,365,933 | 1,253,410 | 1,365,933 | 1,365,933 | 1,253,410 |
| Unappropriated | 3 | 2,610,470 | 5,312,911 | 5,705,999 | 1,703,690 | 4,601,502 | 4,885,660 |
| Other components of equity | 3 | 97,636 | 529,636 | 851,169 | 99,600 | 531,600 | 853,133 |
| Equity attributable to owners of the parent | | 25,180,931 | 28,315,372 | 28,917,470 | 24,276,115 | 27,605,927 | 28,099,095 |
| Non-controlling interests | | 1 | 7,434 | 7,434 | - | - | - |
| Total equity | | 25,180,932 | 28,322,806 | 28,924,904 | 24,276,115 | 27,605,927 | 28,099,095 |
| Total liabilities and equity | | 65,833,620 | 71,061,995 | 87,336,849 | 64,966,526 | 70,450,995 | 86,518,612 |

SBP


 (Mr. Suthep Wongvorazathe)
 Chairman and Independent Director




 (Mr. Anuwat Rungruangrattanaagul)
 Director and Acting Chief Executive Officer


The accompanying notes form an integral part of the financial statements.



Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of comprehensive income

| | Note | Consolidated | | Separate | |
|---|-------|------------------------|---------------|------------------------|---------------|
| | | financial statements | | financial statements | |
| | | Year ended 31 December | | Year ended 31 December | |
| | | 2024 | 2023 | 2024 | 2023 |
| | | | (Restated) | | (Restated) |
| | | (in thousand Baht) | | | |
| Revenue from sale of goods and rendering of services | | 238,733,991 | 222,562,074 | 238,733,423 | 222,561,525 |
| Subsidy from oil fuel fund | | 6,699,809 | 6,975,929 | 6,699,809 | 6,975,929 |
| Cost of sale of goods and rendering of services | 3, 8 | (242,155,966) | (223,344,388) | (242,173,871) | (223,361,603) |
| Gross profit | | 3,277,834 | 6,193,615 | 3,259,361 | 6,175,851 |
| Other income | | 93,533 | 238,707 | 258,190 | 721,658 |
| Interest income | | 60,396 | 50,255 | 320,752 | 298,482 |
| Gain from derivatives | | 498,950 | - | 498,950 | - |
| Selling expenses | 3 | (5,050,122) | (4,992,468) | (5,323,967) | (5,239,401) |
| Administrative expenses | 3 | (389,536) | (224,991) | (382,082) | (224,721) |
| Profit (loss) from operating activities | | (1,508,945) | 1,265,118 | (1,368,796) | 1,731,869 |
| Finance costs | | (1,061,944) | (734,595) | (1,062,282) | (735,190) |
| Share of profit from associates | 10 | 340,750 | 361,156 | - | - |
| Profit (loss) before income tax expense | | (2,230,139) | 891,679 | (2,431,078) | 996,679 |
| Tax income (expense) | 3, 19 | 542,307 | (110,485) | 547,064 | (107,265) |
| Profit (loss) for the year | 3 | (1,687,832) | 781,194 | (1,884,014) | 889,414 |
| Profit (loss) attributable to: | | | | | |
| Owners of parent | | (1,688,643) | 780,484 | (1,884,014) | 889,414 |
| Non-controlling interests | | 811 | 710 | - | - |
| | | (1,687,832) | 781,194 | (1,884,014) | 889,414 |
| Basic earnings (loss) per share (in Baht) | 20 | (0.49) | 0.23 | (0.54) | 0.26 |
| Profit (loss) for the year | 3 | (1,687,832) | 781,194 | (1,884,014) | 889,414 |
| Other comprehensive income, net of tax: | | | | | |
| Items that will not be reclassified subsequently to profit or loss | | | | | |
| Gain (loss) on remeasurements of defined benefit plans | | 128,285 | (54,308) | 128,285 | (54,308) |
| Loss from fair value of equity investments designated at fair value through other comprehensive expense | | (432,000) | (290,017) | (432,000) | (290,017) |
| Other comprehensive expense for the year, net of tax | | (303,715) | (344,325) | (303,715) | (344,325) |
| Total comprehensive income (expense) for the year | | (1,991,547) | 436,869 | (2,187,729) | 545,089 |
| Total comprehensive income (expense) attributable to: | | | | | |
| Owners of parent | | (1,992,358) | 436,159 | (2,187,729) | 545,089 |
| Non-controlling interests | | 811 | 710 | - | - |
| | | (1,991,547) | 436,869 | (2,187,729) | 545,089 |

588


 (Mr. Suthep Wongvorazathe)
 Chairman and Independent Director




 (Mr. Anuwat Rungruangrattanagul)
 Director and Acting Chief Executive Officer

The accompanying notes form an integral part of the financial statements.



Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of changes in equity

| Consolidated financial statements | | | | | | | | | |
|-----------------------------------|--|-------------------|--|--|--|---|--|---|--|
| | | Retained earnings | | Other components of equity | | | | | |
| | | | | Measurement of equity investments at fair value through other comprehensive income | | Share of other comprehensive loss of an associate | | Total other components of equity | |
| | | | | (in thousand Baht) | | | | Equity attributable to owners of the parent | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of changes in equity

| | | Separate financial statements | | | | | Total equity |
|--|---|----------------------------------|---------------|-------------------------------------|----------------|--|--------------|
| | | Retained earnings | | Other components of equity | | | |
| | | Issued and paid-up share capital | Share premium | Legal reserve (in thousand Baht) | Unappropriated | Measurement of equity investments at fair value through other comprehensive income | |
| Note | | | | | | | |
| Year ended 31 December 2023 | | | | | | | |
| | | 17,075,181 | 4,031,711 | 1,253,410 | 3,164,824 | 853,133 | 26,378,259 |
| 3 | Balance at 1 January 2023 - as reported | - | - | - | 1,661,178 | - | 1,661,178 |
| 3 | Impact of changes in accounting policies | - | - | - | 59,658 | - | 59,658 |
| | Cumulative effects of adjusting transactions | | | | | | |
| | Balance at 1 January 2023 - restated | 17,075,181 | 4,031,711 | 1,253,410 | 4,885,660 | 853,133 | 28,099,095 |
| Transactions with owners, recorded directly in equity | | | | | | | |
| | Distributions to owners of the parent | | | | | | |
| 21 | Dividends | - | - | - | (1,038,257) | - | (1,038,257) |
| Comprehensive income for the year | | | | | | | |
| | Profit | - | - | - | 889,414 | - | 889,414 |
| | Other comprehensive expense | - | - | - | (54,308) | (290,017) | (344,325) |
| | Total comprehensive income (expense) for the year | - | - | - | 835,106 | (290,017) | 545,089 |
| Reclassified gain from disposal of equity investments measured at fair value | | | | | | | |
| | Appropriation during the year | - | - | 112,523 | (112,523) | - | - |
| | Balance at 31 December 2023 | 17,075,181 | 4,031,711 | 1,365,933 | 4,601,502 | 531,600 | 27,605,927 |
| Year ended 31 December 2024 | | | | | | | |
| | Balance at 1 January 2024 - as reported | 17,075,181 | 4,031,711 | 1,365,933 | 4,241,714 | 531,600 | 27,246,139 |
| 3 | Impact of changes in accounting policies | - | - | - | 294,680 | - | 294,680 |
| 3 | Cumulative effects of adjusting transactions | - | - | - | 65,108 | - | 65,108 |
| | Balance at 1 January 2024 - restated | 17,075,181 | 4,031,711 | 1,365,933 | 4,601,502 | 531,600 | 27,605,927 |
| Transactions with owners, recorded directly in equity | | | | | | | |
| | Distributions to owners of the parent | | | | | | |
| 21 | Dividends | - | - | - | (1,142,083) | - | (1,142,083) |
| Comprehensive income for the year | | | | | | | |
| | Loss | - | - | - | (1,884,014) | - | (1,884,014) |
| | Other comprehensive income (expense) | - | - | - | 128,285 | (432,000) | (303,715) |
| | Total comprehensive income (expense) for the year | - | - | - | (1,755,729) | (432,000) | (2,187,729) |
| | Balance at 31 December 2024 | 17,075,181 | 4,031,711 | 1,365,933 | 1,703,690 | 99,600 | 24,276,115 |

588

The accompanying notes form an integral part of the financial statements.

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of cash flows

| | Consolidated financial statements | | Separate financial statements | |
|--|--------------------------------------|--------------------|----------------------------------|--------------------|
| | Year ended 31 December | | Year ended 31 December | |
| | 2024 | 2023 | 2024 | 2023 |
| | | (Restated) | | (Restated) |
| | (in thousand Baht) | | | |
| Cash flows from operating activities | | | | |
| Profit (loss) for the year | (1,687,832) | 781,194 | (1,884,014) | 889,414 |
| <i>Adjustments for reconcile profit (loss) to cash receipts (payments)</i> | | | | |
| Tax (income) expense | (542,307) | 110,485 | (547,064) | 107,265 |
| Finance costs | 1,061,944 | 734,595 | 1,062,282 | 735,190 |
| Depreciation and amortisation | 3,396,383 | 2,912,118 | 3,417,631 | 2,937,806 |
| Unrealised gain from derivatives | (149,553) | - | (149,553) | - |
| Unrealised (gain) loss on foreign exchange | (48,430) | 135,497 | (48,430) | 135,496 |
| Loss on disposal and write-off of property, plant and equipment | 79,315 | 79,486 | 79,315 | 79,486 |
| Loss on disposal and write-off of intangible assets | - | 39,616 | - | 39,616 |
| Loss on allowance for doubtful debt | 2,381 | 84,772 | 2,381 | 84,772 |
| Provision for assets impairment | 406,989 | - | 406,989 | - |
| Reversal of loss on inventories devaluation | (49,038) | (66,999) | (49,038) | (66,999) |
| Interest and dividend income | (74,796) | (50,255) | (499,840) | (781,433) |
| Provision for employee benefits | 150,625 | 236,385 | 150,625 | 236,385 |
| Share of profit from associates, net of tax | (340,750) | (361,156) | - | - |
| | <u>2,204,931</u> | <u>4,635,738</u> | <u>1,941,284</u> | <u>4,396,998</u> |
| Changes in operating assets and liabilities | | | | |
| Trade and other current receivables | 1,842,545 | 8,825,065 | 1,843,701 | 8,824,015 |
| Net derivative assets/liabilities | (10,857) | - | (10,857) | - |
| Inventories | 2,293,202 | 7,473,377 | 2,293,202 | 7,473,377 |
| Other current assets | (55,804) | 1,794,761 | (56,858) | 1,882,359 |
| Other non-current assets | (242,929) | (1,652,640) | (245,961) | (1,652,586) |
| Trade and other payables | 3,416,087 | (8,848,317) | 3,372,283 | (8,790,474) |
| Provisions for employee benefits | (890,414) | (191,753) | (890,414) | (191,753) |
| Net cash generated from operations | <u>8,556,761</u> | <u>12,036,231</u> | <u>8,246,380</u> | <u>11,941,936</u> |
| Interest paid | (882,439) | (487,968) | (882,480) | (488,023) |
| Taxes paid | (449,351) | (128,511) | (433,826) | (123,947) |
| Net cash from operating activities | <u>7,224,971</u> | <u>11,419,752</u> | <u>6,930,074</u> | <u>11,329,966</u> |
| Cash flows from investing activities | | | | |
| Cash received from loan to related parties | - | - | 313,433 | 118,056 |
| Loans to related parties | - | - | (269,347) | (238,432) |
| Acquisition of property, plant and equipment | (1,592,806) | (2,039,009) | (1,592,806) | (2,039,009) |
| Acquisition of intangible assets | (8,464) | (3,022) | (8,464) | (3,022) |
| Acquisition for right-of-use assets | (96,965) | (39,020) | (96,965) | (39,020) |
| Acquisition for investment in subsidiary | (7,434) | - | (7,434) | - |
| Proceeds from disposal of investment in subsidiary | - | - | 833 | - |
| Acquisition for investment in an associate | - | (500) | - | (500) |
| Proceeds from disposal of property, plant and equipment | 46,166 | 1,658 | 46,166 | 1,658 |
| Proceeds from disposal of equity investments designated at fair value through other comprehensive income | - | 40,416 | - | 40,416 |
| Payments for equity investments designated at fair value through other comprehensive income | - | (384,456) | - | (384,456) |
| Dividends received from a subsidiary | - | - | 3,300 | 3,100 |
| Dividends received from an associate | 161,389 | 479,851 | 161,389 | 479,851 |
| Dividends received from financial assets designated at fair value through other comprehensive income | 10,800 | - | 10,800 | - |
| Interest received | 48,311 | 50,255 | 310,714 | 282,854 |
| Net cash used in investing activities | <u>(1,439,003)</u> | <u>(1,893,827)</u> | <u>(1,128,381)</u> | <u>(1,778,504)</u> |

SBR

The accompanying notes form an integral part of the financial statements.

Bangchak Sriracha Public Company Limited and its Subsidiaries
Statement of cash flows

| | Consolidated | | Separate | |
|---|-----------------------------|--------------------|-----------------------------|--------------------|
| | financial statements | | financial statements | |
| | Year ended 31 December | | Year ended 31 December | |
| | 2024 | 2023 | 2024 | 2023 |
| | | (Restated) | | (Restated) |
| | <i>(in thousand Baht)</i> | | | |
| <i>Cash flows from financing activities</i> | | | | |
| Net repayments of short-term borrowings from financial institutions | (2,240,000) | (1,505,608) | (2,240,000) | (1,505,608) |
| Net (repayments of) proceed from long-term borrowings from financial institutions | (8,514,940) | 17,082,033 | (8,514,940) | 17,082,033 |
| Net (repayments of) proceed from short-term loans from related parties | 3,000,000 | (16,807,317) | 3,000,000 | (16,808,145) |
| Net (repayments of) proceeds from long-term loans from related parties | - | (6,416,667) | 5,784 | (6,416,701) |
| Proceeds from debenture | 3,848,673 | - | 3,848,673 | - |
| Dividends paid to group shareholders | (1,142,083) | (1,038,257) | (1,142,083) | (1,038,257) |
| Dividends paid to non-controlling interests | (811) | (710) | - | - |
| Payments for deferred financing fee | (142,618) | (99,990) | (142,618) | (99,990) |
| Payments on lease liabilities | (379,770) | (349,110) | (401,288) | (375,297) |
| Net cash used in financing activities | (5,571,549) | (9,135,626) | (5,586,472) | (9,161,965) |
| Net increase in cash and cash equivalents | 214,419 | 390,299 | 215,221 | 389,497 |
| Cash and cash equivalents at 1 January | 976,369 | 586,070 | 975,567 | 586,070 |
| Cash and cash equivalents at 31 December | 1,190,788 | 976,369 | 1,190,788 | 975,567 |
| Non-cash transactions | | | | |
| Acquisition of property, plant, equipment | (299,586) | 461,529 | (299,586) | 461,529 |
| Acquisition of right-of-use assets | 188,174 | 79,125 | 188,174 | 142,868 |

SBR

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Note Contents

| | |
|----|---|
| 1 | General information |
| 2 | Basis of preparation of the financial statements |
| 3 | Restatement and reclassification |
| 4 | Material accounting policies |
| 5 | Related parties |
| 6 | Cash and cash equivalents |
| 7 | Trade and other accounts receivable |
| 8 | Inventories |
| 9 | Investments in subsidiaries |
| 10 | Investments in associates |
| 11 | Property, plant and equipment |
| 12 | Right-of-use assets |
| 13 | Leases |
| 14 | Borrowing from financial institutions |
| 15 | Debentures |
| 16 | Provisions for employee benefits |
| 17 | Segment information and disaggregation of revenue |
| 18 | Expenses by nature |
| 19 | Income tax |
| 20 | Earnings (loss) per share |
| 21 | Dividends |
| 22 | Financial instruments |
| 23 | Capital management |
| 24 | Contingent liabilities and commitments with non-related parties |
| 25 | Events after the reporting period |
| 26 | Thai Financial Reporting Standards (TFRS) not yet adopted |

JSR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 19 February 2025.

1 General information

Bangchak Sriracha Public Company Limited (“the Company”), is incorporated in Thailand and was listed on the Stock Exchange of Thailand in May 2008. The Company’s registered office at 3195/21-29 Rama IV road, Klong Ton, Klong Toey District, Bangkok 10110.

The Company and its subsidiaries (the “Group”) are involved in the refining and marketing of petroleum products, which includes a network of retail service stations. The Group operates a refinery and chemical manufacturing plant in Sriracha, Thailand. The Group also operates distribution facilities and oil terminals throughout Thailand. The Group’s products are sold through a network of retail service stations, directly to industrial customers, and through export. Additionally, the Group is involved in the sale of chemical products to both domestic and overseas customers.

During the period, Bangchak Corporation Public Company Limited (“Bangchak”) owns 81.74% of the Company’s shares (*31 December 2023, Bangchak owns 76.34% of the Company’s shares.*) A further 8.88% of the shares are held by Vayupak Fund 1, a mutual fund established by the Ministry of Finance, with the remaining shares held by a variety of institutional investors and retail investors (*31 December 2023, Vayupak Fund 1 owns 8.17% of the Company’s shares.*).

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in the notes, have been applied consistently to all periods presented in these financial statements, except for disclosed in note 3.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Restatement and reclassification

(a) Accounting Standard No. 1: Disclosure of Accounting Policies

The Group has adopted the amendments to Accounting Standard No. 1 regarding the disclosure of accounting policies, effective from 1 January 2024. These amendments require the disclosure of material accounting policies rather than merely significant accounting policies. The amendments provide guidance on applying materiality in disclosing accounting policies.

As a result of these amendments, the Group has reviewed and updated its previously disclosed accounting policy information, as detailed in Note 4.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(b) Change the accounting policy on the inventory valuation

On 1 January 2024, the Group and the Company change the accounting policy on the inventory valuation from the FIFO method to weighted average method. The change has significant effect to the statements of financial position as at 31 December 2023 and 1 January 2023, statement of comprehensive income for the year ended 31 December 2023, statements of changes in equity and cash flows for the year ended. The Group and the Company apply the retrospective approach to all comparative periods presented in the financial statements.

(c) Adjustment related to employee benefits liabilities

The Group and the Company recognised cumulative effects of adjusting transactions related to employee benefits liabilities in respect of long-term employee benefit. The Company under recorded such provisions as at 31 December 2023 and 1 January 2023 which recently to an adjustment to the retained earnings as at 31 December 2023 and 1 January 2023 at Baht 65.1 million and Baht 59.7 million, respectively.

(d) Reclassification

Certain accounts have been reclassified to conform to the presentation in 2024 financial statements because management considered it is more appropriate.

The following table summarise the impacts of financial statements:

| | | Consolidated financial statements | | |
|--|------------------------|-----------------------------------|------------------|----------------|
| | | Impacts of | | |
| | As previously reported | Restated | Reclassification | After restated |
| | | (in thousand Baht) | | |
| Statement of financial position as at 1 January 2023 | | | | |
| Inventories | 23,893,410 | 2,225,617 | - | 26,119,027 |
| Deferred tax assets | 673,093 | (430,209) | - | 242,884 |
| Long-term provisions for employee benefits | 2,429,416 | 74,572 | - | 2,503,988 |
| Retained earnings | 4,145,455 | 1,720,836 | (160,292) | 5,705,999 |
| Other components of equity | 690,877 | - | 160,292 | 851,169 |
| Statement of financial position as at 31 December 2023 | | | | |
| Inventories | 18,181,536 | 531,120 | - | 18,712,656 |
| Deferred tax assets | 755,588 | (89,947) | - | 665,641 |
| Long-term provisions for employee benefits | 2,684,720 | 81,385 | - | 2,766,105 |
| Retained earnings | 5,167,723 | 359,788 | (214,600) | 5,312,911 |
| Other components of equity | 315,036 | - | 214,600 | 529,636 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| | | Consolidated financial statements | | |
|---|------------------------|-----------------------------------|------------------|----------------|
| | | Impacts of | | |
| | As previously reported | Restated | Reclassification | After restated |
| | | (in thousand Baht) | | |
| Statement of comprehensive income for the year ended 31 December 2023 | | | | |
| Cost of sale of goods and rendering of services | (221,645,440) | (1,698,948) | - | (223,344,388) |
| Selling expenses | (4,991,802) | (666) | - | (4,992,468) |
| Administrative expenses | (223,288) | (1,703) | - | (224,991) |
| Tax expense | (450,754) | 340,269 | - | (110,485) |
| Profit for the year | 2,142,242 | (1,361,048) | - | 781,194 |
| Statement of cash flows for year ended 31 December 2023 | | | | |
| Cash flows from operating activities | | | | |
| Profit for the year | 2,142,242 | (1,361,048) | - | 781,194 |
| Tax expense | 450,754 | (340,269) | - | 110,485 |
| (Reversal of) losses on inventories devaluation | 130,936 | (197,935) | - | (66,999) |
| Inventories | 5,580,938 | 1,892,439 | - | 7,473,377 |
| Provision for employee benefits | 37,819 | 6,813 | - | 44,632 |
| | | Separate financial statements | | |
| | | Impacts of | | |
| | As previously reported | Restated | Reclassification | After restated |
| | | (in thousand Baht) | | |
| Statement of financial position as at 1 January 2023 | | | | |
| Inventories | 23,893,410 | 2,225,617 | - | 26,119,027 |
| Deferred tax assets | 564,601 | (430,209) | - | 134,392 |
| Long-term provisions for employee benefits | 2,429,416 | 74,572 | - | 2,503,988 |
| Retained earnings | 3,325,116 | 1,720,836 | (160,292) | 4,885,660 |
| Other components of equity | 692,841 | - | 160,292 | 853,133 |
| Statement of financial position as at 31 December 2023 | | | | |
| Inventories | 18,181,536 | 531,120 | - | 18,712,656 |
| Deferred tax assets | 648,846 | (89,947) | - | 558,899 |
| Long-term provisions for employee benefits | 2,684,720 | 81,385 | - | 2,766,105 |
| Retained earnings | 4,456,314 | 359,788 | (214,600) | 4,601,502 |
| Other components of equity | 317,000 | - | 214,600 | 531,600 |

S&R

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| | | <div> Separate financial statements <div> Impacts of </div> </div> | | |
|---|------------------------|--|------------------|----------------|
| | As previously reported | Restated | Reclassification | After restated |
| | | (in thousand Baht) | | |
| Statement of comprehensive income for the year ended 31 December 2023 | | | | |
| Cost of sale of goods and rendering of services | (221,662,655) | (1,698,948) | - | (223,361,603) |
| Selling expenses | (5,238,735) | (666) | - | (5,239,401) |
| Administrative expenses | (223,108) | (1,703) | - | (224,721) |
| Tax expense | 447,534 | (340,269) | - | 107,265 |
| Profit for the year | 2,250,462 | (1,361,048) | - | 889,414 |
| Statement of cash flows for the year ended 31 December 2023 | | | | |
| Cash flows from operating activities | | | | |
| Profit for the year | 2,250,462 | (1,361,048) | - | 889,414 |
| Tax expense | 447,534 | (340,269) | - | 107,265 |
| (Reversal of) losses on inventories devaluation | 130,936 | (197,935) | - | (66,999) |
| Inventories | 5,580,938 | 1,892,439 | - | 7,473,377 |
| Provision for employee benefits | 37,819 | 6,813 | - | 44,632 |

4 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the "Group") and the Group's interests in associates. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

When there is a change in the Group's interest in a subsidiary that do not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received from the acquisition or disposal of the non-controlling interests with no change in control are accounted for as other surpluses/deficits in equity.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

The Group has significant influence over an investee as disclosed in Note 10, The Group recognised investments in associates using the equity method in the consolidated financial statements, until the date on which significant influence or joint control ceases. They are initially recognised at cost, which

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

includes transaction costs. Subsequent to initial recognition, the consolidated financial statements is applied include the Group's dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees.

In all other cases, when the group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former investee at the date when significant influence or joint control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised gains arising from transactions with associates and joint ventures are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) *Investments in subsidiaries and associates*

Investments in subsidiaries and associates in the separate financial statements of the Company are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) *Foreign currencies*

Transactions in foreign currencies including non-monetary assets and liabilities dominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date. Non-monetary assets and liabilities measured at fair value in foreign currencies are translated at the exchange rates at the dates that fair value was determined.

Foreign currency differences are generally recognised in profit or loss.

(d) *Financial instruments*

(d.1) *Classification and initial measurement*

Debt securities that the Group issued are initially recognised when they are originated. Other financial assets and financial liabilities except trade accounts receivables (see note 4(f)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

JBK

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Group's right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment.

Net gains and losses from fair value measurement recognized in other comprehensive income will not be reclassified to profit or loss.

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and reported at net amounts in the statement of financial position only when the Group has a right to offset the recognized amounts and intends either to settle on a net basis or to realize the assets and settle the liabilities simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for cash flow hedge accounting or hedges of net investment in a foreign operation, in which case recognition of any resultant gain or loss depends on nature of the item being hedged.

(d.4) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, lease receivables, and loan commitments issued which are not measured at FVTPL.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Group recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if there are significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes actions such as realising security (if any is held).

(d.5) Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as other revenue in profit or loss in the period in which the recovery occurs.

(d.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which have a maturity of three months or less from the date of acquisition. Bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

S&P

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

(h) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Buildings, plant and equipment

3 - 25 years

(i) Other intangible assets

Intangible assets that have definite useful lives are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The estimated useful lives are as follows:

| | | |
|---|---------|-------|
| Royalties and licenses | 10 - 20 | years |
| Right to use and cost of development of computer software | 2 - 10 | years |

(j) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and account for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments made plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

JSR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

The Group recognised finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of 'other income.' Contingent rents are recognised as rental income in the accounting period in which they are earned.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the lease receivables based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(k) *Impairment of non-financial assets*

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(l) *Employee benefits*

Defined contribution plans

Obligations for contributions to the Group's provident funds are expensed in profit or loss in the period as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed every 3 years by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Termination benefit plans

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

(m) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(n) Fair value measurement

'Fair value' is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(o) Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity.

(p) Revenue

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sale of good is recognised on the date on which the goods are delivered to the customers.

(q) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences; the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(r) Earnings per share

Basic earnings per share (EPS) is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

J&R

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

5 Related parties

Related parties refer to individuals or entities that have control, joint control (direct or indirect), or significant influence over the financial and operational decision-making of the Group. This also includes individuals or entities under common control or significant influence with the Group, as well as those over which the Group has control, joint control (direct or indirect), or significant influence in financial and operational decision-making.

During 2023, the Group was controlled by ExxonMobil Asia Holdings Pte. Ltd. ("ExxonMobil") incorporated in Singapore and the ultimate holding company is Exxon Mobil Corporation incorporated in the United States of America until 31 August 2023. From 1 September 2023 onwards, the Group is controlled by Bangchak.

Related-party transactions for the period ended 31 August 2023 were transactions with ExxonMobil affiliates and related-party transactions for the period from 1 September 2023 onwards are transactions with Bangchak affiliates.

The relationships with subsidiaries and associates are disclosed in Notes 9 and 10.

| <i>Significant transaction with related parties</i> <i>Year ended 31 December</i> | Consolidated financial statements | | Separate financial statements | |
|--|--|-------------|--|-------------|
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Parent | | | | |
| Sales of goods | 62,616,970 | 2,968,829 | 62,616,970 | 2,968,829 |
| Purchases of goods and services | 5,431,115 | 4,855,583 | 5,431,115 | 4,855,583 |
| Interest expense | 966 | - | 966 | - |
| Other expenses | 1,142,184 | 317,029 | 1,140,720 | 317,029 |
| Subsidiaries | | | | |
| Purchases of goods and services | - | - | 17,905 | 17,215 |
| Interest income | - | - | 260,356 | 248,228 |
| Dividend income | - | - | 3,300 | 3,100 |
| Interest expense | - | - | 339 | 594 |
| Other expenses | - | - | 273,607 | 272,816 |
| Associates | | | | |
| Purchases of goods and services | 452,781 | 655,300 | 452,781 | 655,300 |
| Dividend income | - | - | 161,389 | 479,851 |
| Other expenses | 9,640 | - | 9,640 | - |
| Other related parties | | | | |
| Sales of goods | 8,444,958 | 13,559,200 | 8,444,958 | 13,559,200 |
| Purchases of goods and services | 176,671,593 | 114,345,830 | 176,671,593 | 114,345,830 |
| Other income | 39 | 205,077 | 39 | 205,077 |
| Interest expense | 18,724 | 244,793 | 18,724 | 244,793 |
| Other expenses | 128,352 | 2,527,649 | 128,352 | 2,525,700 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

| <i>Significant transaction with related parties</i> <i>Year ended 31 December</i> | Consolidated | | Separate | |
|--|-----------------------------|----------------|-----------------------------|----------------|
| | financial statements | | financial statements | |
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Key management personnel | | | | |
| Key management personnel compensation | | | | |
| Short-term employee benefits | 75,103 | 88,441 | 75,103 | 88,441 |
| Post-employment benefits and other long-term benefits | 6,769 | 13,399 | 6,769 | 13,399 |
| Total key management personnel compensation | 81,872 | 101,840 | 81,872 | 101,840 |

Balances as at 31 December 2024 and 31 December 2023 with related parties were as follows:

| <i>Balance with related parties</i> <i>At 31 December</i> | Consolidated | | Separate | |
|--|-----------------------------|------------------|-----------------------------|------------------|
| | financial statements | | financial statements | |
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Trade accounts receivable | | | | |
| Parent | 4,722,994 | 1,784,303 | 4,722,994 | 1,784,303 |
| Associates | 43,489 | - | 43,489 | - |
| Other related parties | 421,599 | 280,407 | 421,599 | 280,407 |
| Total | 5,188,082 | 2,064,710 | 5,188,082 | 2,064,710 |
| Other current receivables | | | | |
| Subsidiaries | - | - | 66,084 | 69,186 |
| Total | - | - | 66,084 | 69,186 |
| Other current assets | | | | |
| Parent | 150,021 | - | 150,021 | - |
| Subsidiaries | - | - | 366 | - |
| Total | 150,021 | - | 150,387 | - |
| Other non-current assets | | | | |
| Parent | 68,287 | - | 68,287 | - |
| Subsidiaries | - | - | 42 | - |
| Total | 68,287 | - | 68,329 | - |
| Long-term loans to | | | | |
| Subsidiaries | - | - | 3,764,015 | 3,808,101 |
| Total | - | - | 3,764,015 | 3,808,101 |
| Short-terms loans from | | | | |
| Parent | 3,000,000 | - | 3,000,000 | - |
| Total | 3,000,000 | - | 3,000,000 | - |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| <i>Balance with related parties</i> <i>At 31 December</i> | Consolidated financial statements | | Separate financial statements | |
|--|--|------------------|--|------------------|
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| <i>Long-term loans from</i> | | | | |
| Subsidiary | - | - | 6,784 | 1,000 |
| Total | - | - | 6,784 | 1,000 |
| <i>Trade accounts payable</i> | | | | |
| Parent | 2,217,137 | 1,468,602 | 2,217,137 | 1,468,602 |
| Associates | 17,668 | - | 17,668 | - |
| Other related parties | 4,662,910 | 1,324,811 | 4,662,910 | 1,324,811 |
| Total | 6,897,715 | 2,793,413 | 6,897,715 | 2,793,413 |
| <i>Other payable</i> | | | | |
| Parent | 493,495 | 315,715 | 491,939 | 315,715 |
| Subsidiaries | - | - | 12,874 | 59,378 |
| Other related parties | 877 | - | 877 | - |
| Total | 494,372 | 315,715 | 505,690 | 375,093 |

Significant agreement with related parties during the year

Business support service agreement

The Company has entered into the agreements with related parties to receive various services support including certain management consulting, functional advice, administrative, technical, professional, and other supporting services relating to the Company's business and operations. The agreements are effective from 31 August 2023 and 1 January 2024 to 31 December 2024 and will be automatically renewed for a period of one year each unless terminated by mutual written agreement signed by both parties. The service fee is as stipulated in the agreement.

Trademark and oil formulas licenses agreement

The Company has entered into the agreement with a related party for the right to use the related party's trademark and oil formula for manufacturing, selling fuel products and/or providing services in Thailand only. The agreement is effective from 31 August 2023 onwards unless terminated pursuant to the terms and conditions stipulated in the agreement. The royalty fee of trademark and oil formula licenses is as stipulated in the agreement.

Fuel product sale and purchase agreement

The Company has entered into the agreements with related parties for fuel product sale and purchase. The Company will purchase fuel product at quantity and price in accordance with obligation under the agreement. The agreement is effective from 1 September 2023 and 1 February 2024 onwards unless terminated pursuant to the terms and conditions stipulated in the agreement.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Marine fuel transportation services agreement

The Company has entered into the agreement with a related party for marine fuel transportation services includes arranging for fuel transportation service providers by sea, along with other related services, for the transportation of crude fuel, fuel products, or petroleum products, both domestically and internationally. The service rate is in accordance with the terms stipulated in the agreement. The agreement is effective from 16 October 2023 to 31 December 2024 and will be automatically renewed for a period of one year each unless terminated by mutual written agreement signed by both parties.

Truck fuel transportation services agreement

The Company has entered into the agreement with a related party for truck fuel transportation services includes arranging service for fuel transportation by truck. The service rate is in accordance with the terms stipulated in the agreement. The agreement is effective from 1 January 2024 onwards unless terminated pursuant to the terms and conditions stipulated in the agreement.

Fuel Storage Facility Management Agreement

The Company has entered into the agreement with a related party for the management of the company's fuel storage. The service rate is in accordance with the terms stipulated in the agreement. The agreement is effective from 1 January 2024 onwards unless terminated pursuant to the terms and conditions stipulated in the agreement.

Lubricant Oil Product Purchase Agreement

The Company has entered into the agreement with a related party for the management of the company's fuel storage. The Company will purchase lubricant product at price in accordance with the terms stipulated in the agreement. The agreement is effective from 1 March 2024 to 28 February 2027, with automatic annual renewals.

Management Service Agreement

The Company has entered into a management service agreement with a related party to manage general operations for a period of one year. The related party is responsible for providing personnel to manage operations in accordance with the Company's established system. The execution of duties is determined by the company, and the management service fee is stipulated in the agreement.

Promissory Note

The Company has issued an unsecured short-term promissory note to a related entity within the credit limit approved by the 2024 Annual General Meeting of Shareholders. The loan is denominated in Thai Baht and the repayment term is upon agreement. The interest rate is stipulated in the agreement.

Long-terms loans Agreement

The Company has entered into the long-terms loans agreement with a related party. This loan is Thai Baht-denominated, bears the interest on MLR which repayable as stipulated.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

6 Cash and cash equivalents

| | Consolidated financial statements | | Separate financial statements | |
|----------------------------------|--|----------------|--|----------------|
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Cash at banks - current accounts | 182,966 | 243,907 | 182,966 | 243,105 |
| Cash at banks - savings accounts | 1,007,822 | 732,462 | 1,007,822 | 732,462 |
| Total | 1,190,788 | 976,369 | 1,190,788 | 975,567 |

7 Trade and other current receivables

| | Consolidated financial statements | | Separate financial statements | |
|--|--|-------------------|--|-------------------|
| <i>At 31 December</i> | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Trade accounts receivables | | | | |
| Within credit terms | 10,900,542 | 11,328,499 | 10,900,542 | 11,328,499 |
| Overdue: | | | | |
| Less than 3 months | 124,664 | 265,258 | 124,664 | 265,258 |
| 3 - 6 months | 2,054 | 37,472 | 2,054 | 37,472 |
| 6 - 12 months | 6,881 | 53,024 | 6,881 | 53,024 |
| Over 12 months | 93,841 | 23,098 | 93,841 | 23,098 |
| Total | 11,127,982 | 11,707,351 | 11,127,982 | 11,707,351 |
| Less allowance for expected credit loss | (97,745) | (95,139) | (97,745) | (95,139) |
| Net | 11,030,237 | 11,612,212 | 11,030,237 | 11,612,212 |
| Other current receivables | | | | |
| Receivables - Revenue department | 1,346,920 | 924,026 | 1,346,819 | 924,026 |
| Receivables - Excise department | 1,103,281 | 978,751 | 1,103,281 | 978,751 |
| Oil fuel fund subsidy receivables | 108,396 | 1,857,332 | 108,396 | 1,857,332 |
| Other current receivables | 18 | 730 | 66,101 | 69,916 |
| Total | 2,558,615 | 3,760,839 | 2,624,597 | 3,830,025 |
| Total trade and other current receivables | 13,588,852 | 15,373,051 | 13,654,834 | 15,442,237 |

| | Consolidated financial statements | | Separate financial statements | |
|---|--|-----------------|--|-----------------|
| <i>Allowance for expected credit loss</i> | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| At 1 January | (95,139) | (25,322) | (95,139) | (25,322) |
| Addition | (10,901) | (69,817) | (10,901) | (69,817) |
| Reversal | 8,295 | - | 8,295 | - |
| At 31 December | (97,745) | (95,139) | (97,745) | (95,139) |

Credit risk information is disclosed in Note 22 (b.1)

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

8 Inventories

| | Consolidated financial statements | | Separate financial statements | |
|--|--|--------------------|--|--------------------|
| | 2024 | 2023 (Restated) | 2024 | 2023 (Restated) |
| | <i>(in thousand Baht)</i> | | | |
| Crude oil | 6,950,572 | 8,692,627 | 6,950,572 | 8,692,627 |
| Petroleum products | 8,213,650 | 9,064,571 | 8,213,650 | 9,064,571 |
| Petrochemical products | 71,884 | 79,767 | 71,884 | 79,767 |
| Materials and supplies | 1,245,848 | 938,192 | 1,245,848 | 938,192 |
| Total | 16,481,954 | 18,775,157 | 16,481,954 | 18,775,157 |
| <i>Less:</i> | | | | |
| Allowance for obsolete and slow moving | (1,655) | - | (1,655) | - |
| Allowance for decline in value | (13,463) | (62,501) | (13,463) | (62,501) |
| Net | 16,466,836 | 18,712,656 | 16,466,836 | 18,712,656 |
| Inventories recognised in 'cost of sales of goods and rendering of services' | | | | |
| - Cost of sale of goods and rendering of services | 242,205,004 | 223,411,387 | 242,222,909 | 223,428,602 |
| - Reversal of write-down to net realizable value | (49,038) | (66,999) | (49,038) | (66,999) |
| Net | 242,155,966 | 223,344,388 | 242,173,871 | 223,361,603 |

As at 31 December 2024, the Company's inventories included petroleum legal reserve amounted to Liter 488 million with value of Baht 8,509 million (31 December 2023: Liter 364 million, with value of Baht 7,629 million).

9 Investments in subsidiaries

| | Separate financial statements | |
|-------------------------------|--|----------------|
| <i>Year ended 31 December</i> | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| At 1 January | 114,593 | 114,593 |
| Addition | 7,434 | - |
| Disposal | (833) | - |
| At 31 December | 121,194 | 114,593 |

As at 31 December 2023, Mobil Enterprises (Thailand) Limited is in process of liquidation. The liquidation process was completed on 24 April 2024.

During the year 2024, the Company proceed with the restructuring of the Company's subsidiaries by purchasing preferred shares from individuals who hold shares in Industry Promotion Enterprises Limited and United Industry Development Company Limited of Baht 2.3 million and Baht 5.1 million, respectively.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Investments in subsidiaries as at 31 December 2024 and 2023 and dividend income from the investment for each year were as follows:

| Nature of business | Separate financial statements | | | | | | | | | |
|---|-------------------------------|--------|-----------------|--------|----------------|----------------|------------|------|----------------|----------------|
| | Ownership interest | | Paid-up capital | | Cost | | Impairment | | At cost-net | |
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| | (in thousand Baht) | | | | | | | | | |
| Subsidiaries | | | | | | | | | | |
| Industry Promotion Enterprises Limited | 100.00 | 100.00 | 1,000 | 1,000 | 53,818 | 51,484 | - | - | 53,818 | 51,484 |
| United Industry Development Company Limited | 100.00 | 100.00 | 4,900 | 4,900 | 64,043 | 58,943 | - | - | 64,043 | 58,943 |
| Pacesetter Enterprises Limited | 100.00 | 100.00 | 10,000 | 10,000 | 3,333 | 3,333 | - | - | 3,333 | 3,333 |
| Mobil Enterprises (Thailand) Limited | - | 100.00 | - | 33,330 | - | 833 | - | - | - | 833 |
| Total | | | | | 121,194 | 114,593 | | | 121,194 | 114,593 |
| | | | | | | | | | 3,300 | 3,100 |

582

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

10 Investments in associates

| <i>Year ended 31 December</i> | Consolidated financial statements | | Separate financial statements | |
|---------------------------------|--|------------------|--|------------------|
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| At 1 January | 2,079,282 | 2,197,477 | 1,729,860 | 1,729,360 |
| Increase in investments | - | 500 | - | 500 |
| Share of profit from associates | 340,750 | 361,156 | - | - |
| Dividend income | (161,389) | (479,851) | - | - |
| At 31 December | 2,258,643 | 2,079,282 | 1,729,860 | 1,729,860 |

Investments in associates as at 31 December 2024 and 2023 for each year were as follows:

| | Ownership interest | | Consolidated financial statements | | | |
|--|---------------------------|--------|--|-----------|------------------|------------------|
| | 2024 | 2023 | Paid-up capital | | Equity | |
| | | | 2024 | 2023 | 2024 | 2023 |
| | <i>(%)</i> | | <i>(in thousand Baht)</i> | | | |
| Associates | | | | | | |
| Thai Petroleum Pipeline Company Limited | 20.782 | 20.782 | 8,479,000 | 8,479,000 | 2,249,242 | 2,078,884 |
| Refinery Optimization and Synergy Enterprise Company Limited | 50.00 | 50.00 | 1,000 | 1,000 | 9,401 | 398 |
| Total | | | | | 2,258,643 | 2,079,282 |

The Group's associate companies are incorporated and operate in Thailand. Thai Petroleum Pipeline Co., Ltd. is engaged in the business of oil transportation through pipelines, while Refinery Optimization and Synergy Enterprise Co., Ltd. specializes in developing plans and providing management services for oil refinery operations.

56R

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Investments in associates as of 31 December 2024 and 2023, and dividends received from these investments for each year were as follows:

| | Separate financial statements | | | | | | | | | | | |
|--|-------------------------------|--------|-----------------|-----------|------------------|------------------|------------|----------|------------------|------------------|-----------------|----------------|
| | Ownership interest | | Paid-up capital | | Cost | | Impairment | | At cost-net | | Dividend income | |
| | | | | | | | | | | | | |
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| | (in thousand Baht) | | | | | | | | | | | |
| Associates | | | | | | | | | | | | |
| Thai Petroleum Pipeline Company Limited | 20.782 | 20.782 | 8,479,000 | 8,479,000 | 1,729,360 | 1,729,360 | - | - | 1,729,360 | 1,729,360 | 161,389 | 479,851 |
| Refinery Optimization and Synergy Enterprise Company Limited | 50.00 | 50.00 | 1,000 | 1,000 | 500 | 500 | - | - | 500 | 500 | - | - |
| Total | | | | | <u>1,729,860</u> | <u>1,729,860</u> | <u>-</u> | <u>-</u> | <u>1,729,860</u> | <u>1,729,860</u> | <u>161,389</u> | <u>479,851</u> |

SAR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Significant Associates

The following table summarises financial information of significant associates presented in the financial statements of the associates, adjusted for fair value at the acquisition date and differences in accounting policies, reconciliation of intercompany transactions between the summarised financial information and the net book value of the Group's interest in the entities.

| <i>Year ended 31 December</i> | Thai Petroleum Pipeline Company Limited | |
|--|--|------------------|
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| Revenue | 3,413,590 | 3,618,944 |
| Net profit | 1,596,319 | 1,738,322 |
| Total comprehensive income (expense) (100%) | 1,596,319 | 1,738,322 |
| Total comprehensive income (expense) attributable to the Company's equity | 331,747 | 361,258 |
| Total comprehensive income attributable to the Group | 331,747 | 361,258 |

| <i>At 31 December</i> | 2024 | 2023 |
|---|---------------------------|-------------------|
| | <i>(in thousand Baht)</i> | |
| Current assets | 4,913,897 | 3,794,329 |
| Non-current assets | 7,763,476 | 8,103,712 |
| Current liabilities | (706,227) | (657,060) |
| Non-current liabilities | (1,148,112) | (1,237,690) |
| Net assets (100%) | 10,823,034 | 10,003,291 |
| Net assets attributable to the Group | 2,249,243 | 2,078,884 |
| Net book value of investments in associate | 2,249,243 | 2,078,884 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

11 Property, plant and equipment

| | Consolidated financial statements | | | |
|---|-----------------------------------|--|-------------------------------------|---------------------|
| | Land | Buildings, plant and equipment (in thousand Baht) | Construction work in progress | Total |
| Cost | | | | |
| At 1 January 2023 | 4,945,983 | 66,405,588 | 1,128,586 | 72,480,157 |
| Additions | - | 83,049 | 2,098,200 | 2,181,249 |
| Transfers | - | 1,633,826 | (1,633,826) | - |
| Disposals | - | (290,988) | - | (290,988) |
| At 31 December 2023 and 1 January 2024 | 4,945,983 | 67,831,475 | 1,592,960 | 74,370,418 |
| Additions | - | - | 1,293,220 | 1,291,922 |
| Disposals | - | 1,715,571 | (1,715,571) | - |
| At 31 December 2024 | (2) | (675,855) | (1,298) | (675,857) |
| | 4,945,981 | 68,871,191 | 1,169,311 | 74,986,483 |
| Depreciation | | | | |
| At 1 January 2023 | | | | |
| Depreciation charge for the year | - | (49,498,114) | - | (49,498,114) |
| Transfer | - | (2,194,520) | - | (2,194,520) |
| Disposals | - | 209,844 | - | 209,844 |
| At 31 December 2023 and 1 January 2024 | - | (51,482,790) | - | (51,482,790) |
| Depreciation charge for the year | - | (2,198,288) | - | (2,198,288) |
| Disposals | - | 551,673 | - | 551,673 |
| At 31 December 2024 | - | (53,129,405) | - | (53,129,405) |
| Net book value | | | | |
| At 31 December 2023 | 4,945,983 | 16,348,685 | 1,592,960 | 22,887,628 |
| At 31 December 2024 | 4,945,981 | 15,741,786 | 1,169,311 | 21,857,078 |

S&A

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| | | Separate financial statements | | |
|----------------------------------|----------------|---|-------------------------------------|---------------------|
| | Land | Buildings, plant and equipment <i>(in thousand Baht)</i> | Construction work in progress | Total |
| <i>Cost</i> | | | | |
| At 1 January 2023 | 675,420 | 66,049,217 | 1,128,586 | 67,853,223 |
| Additions | - | 83,049 | 2,098,200 | 2,181,249 |
| Transfers | - | 1,633,826 | (1,633,826) | - |
| Disposals | - | (290,988) | - | (290,988) |
| At 31 December 2023 | | | | |
| and 1 January 2024 | 675,420 | 67,475,104 | 1,592,960 | 69,743,484 |
| Additions | - | - | 1,293,220 | 1,293,220 |
| Disposals | - | 1,715,571 | (1,715,571) | - |
| At 31 December 2024 | (2) | (675,855) | (1,298) | (677,155) |
| | 675,418 | 68,514,820 | 1,169,311 | 70,359,549 |
| <i>Depreciation</i> | | | | |
| At 1 January 2023 | | | | |
| Depreciation charge for the year | - | (49,055,963) | - | (49,055,963) |
| Transfer | - | (2,194,520) | - | (2,194,520) |
| Disposals | - | 209,844 | - | 209,844 |
| At 31 December 2023 | | | | |
| and 1 January 2024 | - | (51,040,639) | - | (51,040,639) |
| Depreciation charge for the year | - | (2,198,288) | - | (2,198,288) |
| Disposals | - | 551,673 | - | 551,673 |
| At 31 December 2024 | - | (52,687,254) | - | (52,687,254) |
| <i>Net book value</i> | | | | |
| At 31 December 2023 | 675,420 | 16,434,465 | 1,592,960 | 18,702,845 |
| At 31 December 2024 | 675,418 | 15,827,566 | 1,169,311 | 17,672,295 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

12 Right-of-use assets

| | Consolidated financial statements | | Separate financial statements | |
|-------------------------------------|--|------------------|--|------------------|
| | 2024 | 2023 | 2024 | 2023 |
| <i>At 31 December</i> | | | | |
| | <i>(in thousand Baht)</i> | | | |
| Properties | 3,143,095 | 3,428,445 | 3,164,341 | 3,470,940 |
| Equipment | 58,011 | 7,158 | 58,011 | 7,158 |
| Total | 3,201,106 | 3,435,603 | 3,222,352 | 3,478,098 |
| | | | | |
| | Consolidated financial statements | | Separate financial statements | |
| | 2024 | 2023 | 2024 | 2023 |
| <i>Year ended 31 December</i> | | | | |
| | <i>(in thousand Baht)</i> | | | |
| Additions during the year | 285,138 | 118,145 | 285,138 | 181,887 |
| Depreciation of right-of-use assets | | | | |
| - Investment properties | 470,609 | 462,636 | 491,858 | 488,324 |
| - Equipment | 49,026 | 42,957 | 49,026 | 42,957 |
| Total | 519,635 | 505,593 | 540,884 | 531,281 |

The Group leases multiple properties for terms ranging from 3 to 25 years, with the right to renew the lease upon expiration. The rent is payable at the rate specified in the lease agreement.

Option to Extend the Lease Term

The Group has the option to extend the lease term within one year before the lease period ends. From the lease commencement date, the Group will assess whether it is reasonably certain to exercise the lease extension option and will regularly review this assessment.

13 Leases

| | Consolidated financial statements | | Separate financial statements | |
|---|--|---------|--|---------|
| | 2024 | 2023 | 2024 | 2023 |
| <i>Year ended 31 December</i> | | | | |
| | <i>(in thousand Baht)</i> | | | |
| <i>Amounts recognised in profit or loss</i> | | | | |
| Interest on lease liabilities | 43,224 | 42,157 | 43,496 | 42,696 |
| Expenses relating to short-term leases | 4,543 | 10,762 | 4,543 | 10,762 |
| Variable lease payments | 2,623 | 2,163 | 257,661 | 246,814 |
| Cash outflow of all lease agreements | 476,735 | 388,130 | 498,253 | 414,317 |

58R

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

14 Borrowings from financial institutions

| | Consolidated and separate financial statements | |
|---|---|-------------------|
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| Unsecured | | |
| Bill of exchange | 3,494,876 | 3,033,730 |
| Short-term borrowings | 2,500,000 | 5,200,000 |
| Total short-term borrowings | 5,994,876 | 8,233,730 |
| Long-term borrowings | 11,586,676 | 20,074,250 |
| Total borrowings from financial institutions | 17,581,552 | 28,307,980 |

The movements of loans and debentures during the year were as follows:

| | | Consolidated and separate financial statements | | | | |
|---|-------------------|--|----------------------|---------------------------|--|---------------------|
| | | Cash transactions | | Non-cash transactions | | |
| | 1 January 2024 | Additions | Repayments | Deferred financing fee | Amortisation of deferred financing fee | 31 December 2024 |
| | | | (in thousand Baht) | | | |
| Bank overdraft | - | 51 | (51) | - | - | - |
| Bill of exchange | 3,033,730 | 35,000,000 | (34,540,000) | (136,753) | 137,899 | 3,494,876 |
| Short-term borrowings | 5,200,000 | 122,770,000 | (125,470,000) | - | - | 2,500,000 |
| Total short-term borrowings | 8,233,730 | 157,770,051 | (160,010,051) | (136,753) | 137,899 | 5,994,876 |
| Long-term borrowings | 20,074,250 | - | (8,514,940) | - | 27,366 | 11,586,676 |
| Total borrowings from financial institutions | 28,307,980 | 157,770,051 | (168,524,991) | (136,753) | 165,265 | 17,581,552 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| Consolidated and separate financial statements | | | | | | |
|---|-------------------|--------------------|---|---------------------------|--|---------------------|
| | | Cash transactions | | Non-cash transactions | | |
| | 1 January 2023 | Additions | Repayments <i>(in thousand Baht)</i> | Deferred financing fee | Amortisation of deferred financing fee | 31 December 2023 |
| Bank overdraft | - | (39) | 39 | - | - | - |
| Bill of exchange | 1,139,338 | 8,528,967 | (6,634,575) | - | - | 3,033,730 |
| Short-term borrowings | 8,600,000 | 103,204,000 | (106,604,000) | - | - | 5,200,000 |
| Total short-term borrowings | 9,739,338 | 111,732,928 | (113,238,536) | - | - | 8,233,730 |
| Long-term borrowings | 3,082,734 | 19,998,000 | (2,915,967) | (99,990) | 9,473 | 20,074,250 |
| Total borrowings from financial institutions | 12,822,072 | 131,730,928 | (116,154,503) | (99,990) | 9,473 | 28,307,980 |

Short-term borrowings from financial institutions comprised bank revolving facilities, repayable within one year or as agreed, and promissory notes with a maturity period of up to 270 days.

During the year 2023, the Company entered into loan agreements with financial institutions with loan facility of Baht 19,998 million. This loan is unsecured Thai Baht-denominated, which repayable in quarterly instalments for 4 years and bears the interest on Thai Overnight Repurchase Rate (THOR) plus spread.

The Company comply to certain conditions of loan agreements regarding maintaining of particular financial ratios such as net interest-bearing debt to equity ratio.

The Group has unused credit facilities with financial institutions as follows:

| <i>Year ended 31 December</i> | Consolidated and separate financial statements | |
|-------------------------------|--|------|
| | 2024 | 2023 |
| | (in thousand Baht) | |
| Baht currency | 3,000,000 | - |

15 Debentures

Detail of debentures as at 31 December 2024 as follows:

| | Consolidated and separate financial statements |
|--|--|
| | (in thousand Baht) |
| At 1 January 2024 | - |
| Addition | 4,000,000 |
| Discounted | (151,327) |
| Expenses on debentures | (5,865) |
| Amortisation of discounted | 31,526 |
| Amortisation of expenses on debentures | 1,290 |
| At 31 December 2024 | 3,875,624 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

On 31 July 2024, the Company issued unsubordinated and unsecured debentures No.1/2024 without a debentureholders' representative in the total par value of Baht 4,000 million. Details are as follows:

| | Interest rate/ Discount rate (%) | Tenor (year) | Maturity Date | Par Value (in thousand Baht) |
|-----------|--|-----------------|---------------|---------------------------------|
| Tranche 1 | 3.14 | 2 | 31 July 2026 | 2,500,000 |
| Tranche 2 | 3.16 | 3 | 31 July 2027 | 1,500,000 |

In connection with the terms of the rights and responsibilities of the debentures issuer, the Company, as the issuer, has to comply with certain restrictions and conditions as stipulated therein, such as maintaining certain financial ratios, etc.

16 Provisions for employee benefits

| | Consolidated and Separate financial statements | |
|-----------------------------------|---|------------------|
| <i>At 31 December</i> | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| Post-employment benefits | 1,748,586 | 2,333,069 |
| Other long-term employee benefits | 939,367 | 1,255,029 |
| Total | 2,687,953 | 3,588,098 |
| Current | 393,915 | 821,993 |
| Non-current | 2,294,038 | 2,766,105 |
| Total | 2,687,953 | 3,588,098 |

Defined benefit plan

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Present value of the defined benefit obligations

| | Consolidated and separate financial statements | |
|--|---|------------------|
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| At 1 January | 3,588,098 | 3,475,581 |
| Recognised in profit or loss: | | |
| Current service cost and Interest on obligation | 150,625 | 227,653 |
| Transfer within company affiliates | (705,155) | 114,520 |
| Recognised in other comprehensive income: | | |
| Actuarial (gain) loss | | |
| - Financial assumptions | 49,449 | 7,260 |
| - Experience adjustment | (209,805) | 60,625 |
| Benefit paid | (185,259) | (297,541) |
| At 31 December | 2,687,953 | 3,588,098 |

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| <i>Principal actuarial assumptions</i> | Consolidated and separate financial statements | |
|--|---|------|
| | 2024 | 2023 |
| | (%) | |
| Discount rate | 2.05 - 3.41 | 3.75 |
| Future salary growth | 6.00 | 5.50 |

Assumptions regarding future mortality rate is based on published statistics and mortality tables.

At 31 December 2024, the weighted-average duration of the defined benefit obligation was 3-17 years (2023: 3-17 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

| <i>Impact to the employee benefits obligation at 31 December</i> | Consolidated and separate financial statements | | | |
|--|---|-----------|---------------------------|-----------|
| | 1% increase in assumption | | 1% decrease in assumption | |
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| Discount rate | (133,854) | (172,026) | 146,864 | 188,781 |
| Future salary growth | 118,425 | 198,898 | (110,745) | (184,516) |

17 Segment information and disaggregation of revenue

The Group's reportable segments, as described below, represent the Group's strategic divisions. The strategic divisions offer different products, and are managed separately because they require different marketing strategies. For each of the strategic divisions, the chief operating decision maker ("CODM") reviews internal management reports on at least a quarterly basis.

The Group continues to consolidate its existing businesses. Fundamental shifts in the portfolio, both in its existing shape and form, necessitate the need to review the way the Group's CODM analyse and report segment. In 2023, the Group's reportable segments have been changed as following;

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Reportable segments 2023

Segment 1 Petroleum Products

Reportable segments in 2024

Segment 1 Refinery
Segment 2 Marketing
Segment 3 Others

As a result, the Group has restated the previously reported segment information of the year 2023.

Each segment's performance is measured based on segment profit before tax, financial costs, depreciation and amortisation, gain (loss) on foreign exchange and impairment loss ("Profit (loss) from operating segment"), as included in the internal management reports that are reviewed by the Group's CODM. Profit (loss) from operating segment is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing determined on an arm's length basis.

Consolidated financial statements

Year ended

| <i>31 December 2024</i> | Refinery | Marketing | Others | Eliminations | Total |
|--|--------------------|--------------------|---------------------------|----------------------|--------------------|
| | | | <i>(in thousand Baht)</i> | | |
| External revenue | 76,600,878 | 168,760,869 | 72,053 | - | 245,433,800 |
| Inter-segment revenue | 125,152,809 | 461,910 | - | (125,614,719) | - |
| Total revenue | 201,753,687 | 169,222,779 | 72,053 | (125,614,719) | 245,433,800 |
| Profit (loss) from operating segment | 655,388 | 2,217,792 | (180,610) | - | 2,692,570 |
| Depreciation and amortisation | | | | | (3,396,383) |
| Provision for impairment of assets | | | | | (406,989) |
| Impairment loss determined in accordance with TFRS 9 | | | | | (2,776) |
| Loss on foreign exchange | | | | | (54,617) |
| Finance costs | | | | | (1,061,944) |
| Tax income | | | | | 542,307 |
| Loss for the year | | | | | (1,687,832) |
| Investments in associates | 2,258,643 | - | - | - | 2,258,643 |
| Capital expenditure | 1,021,507 | 520,435 | 110,127 | - | 1,652,069 |
| Segments assets | 43,428,301 | 19,626,566 | 2,778,753 | - | 65,833,620 |

58R

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| Consolidated financial statements | | | | | |
|---|--------------------|--------------------|---------------------------|----------------------|--------------------|
| Year ended 31 December 2023 (Restated) | Refinery | Marketing | Others | Eliminations | Total |
| | | | <i>(in thousand Baht)</i> | | |
| External revenue | 42,154,200 | 184,667,453 | 2,716,350 | - | 229,538,003 |
| Inter-segment revenue | 141,633,717 | - | - | (141,633,717) | - |
| Total revenue | 183,787,917 | 184,667,453 | 2,716,350 | (141,633,717) | 229,538,003 |
| Profit (loss) from operating segment | (21,526) | 4,365,130 | 213,604 | - | 4,600,260 |
| Other income | | | | | 205,000 |
| Depreciation and amortisation | | | | | (2,912,118) |
| Impairment loss determined in accordance with TFRS 9 | | | | | (84,772) |
| Loss on foreign exchange | | | | | (182,096) |
| Finance costs | | | | | (734,595) |
| Tax expense | | | | | (110,485) |
| Profit for the year | | | | | 781,194 |
| Investments in associates | 2,079,282 | - | - | - | 2,079,282 |
| Capital expenditure | 1,395,576 | 594,749 | 89,068 | - | 2,079,393 |
| Segments assets | 46,126,379 | 23,296,528 | 1,639,088 | - | 71,061,995 |

Disaggregation of revenue

Timing of revenue recognition of major revenues of the Group and the Company are point in time.

Geographical segments

The Group is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries, with no significant revenue or assets abroad.

Major customer

Revenues from one customer of the Group's 1 and 2 segments represents approximately Baht 62,617 million (2023: Baht 18,872 million) of the Group's total revenues.

18 Expenses by nature

| | Consolidated financial statements | | Separate financial statements | |
|---|--|----------------------------------|--------------------------------------|----------------------------------|
| | 2024 | 2023 (Restated) | 2024 | 2023 (Restated) |
| | | <i>(in thousand Baht)</i> | | |
| Changes in inventories of finished goods and work in progress | 796,303 | 653,631 | 796,303 | 653,631 |
| Raw materials and consumables used | 235,605,673 | 214,790,355 | 235,605,673 | 214,790,355 |
| Depreciation and amortisation | 3,396,383 | 2,912,118 | 3,417,631 | 2,937,806 |
| Employee benefit expenses | 1,396,834 | 1,608,104 | 1,396,860 | 1,608,104 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Defined contribution plans

The defined contribution plans comprise provident funds established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 3% to 15% of their basic salaries and by the Group at rates ranging from 3% to 15% of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by licensed Fund Manager.

19 Income tax

| <i>Income tax recognised in profit or loss</i> | Consolidated financial statements | | Separate financial statements | |
|---|--|---|--|--------------------|
| | 2024 | 2023 (Restated) <i>(in thousand Baht)</i> | 2024 | 2023 (Restated) |
| Current tax expense | | | | |
| Current year | 4,967 | 435,358 | - | 433,888 |
| Under (over) provided in prior years | (41,212) | 3,924 | (41,193) | 3,924 |
| | <u>(36,245)</u> | <u>439,282</u> | <u>(41,193)</u> | <u>437,812</u> |
| Deferred tax expense | | | | |
| Movements in temporary differences | (506,062) | (328,797) | (505,871) | (330,547) |
| Total income tax expense (income) | <u>(542,307)</u> | <u>110,485</u> | <u>(547,064)</u> | <u>107,265</u> |
| <i>Income tax recognised in Other comprehensive income</i> | | | | |
| | Consolidated financial statements | | Separate financial statements | |
| | 2024 | 2023 (Restated) <i>(in thousand Baht)</i> | 2024 | 2023 (Restated) |
| Financial assets measured at FVOCI | 108,000 | 80,383 | 108,000 | 80,383 |
| Actuarial (gain) loss | (32,071) | 13,577 | (32,071) | 13,577 |
| Net | <u>75,929</u> | <u>93,960</u> | <u>75,929</u> | <u>93,960</u> |
| <i>Reconciliation of effective tax rate</i> | | | | |
| | Consolidated financial statements | | Separate financial statements | |
| | 2024 | 2023 (Restated) <i>(in thousand Baht)</i> | 2024 | 2023 (Restated) |
| Profit (loss) before income tax expense | <u>(2,230,139)</u> | <u>891,679</u> | <u>(2,431,078)</u> | <u>996,679</u> |
| Corporate income tax rate (%) | 20.00 | 20.00 | 20.00 | 20.00 |
| Profit (loss) before income tax using the Thai corporation tax rate | (446,028) | 178,336 | (486,216) | 199,336 |
| Income not subject to tax / Expenses that are deductible at a greater amount | (72,971) | (74,204) | (37,754) | (98,545) |
| Expenses not deductible / Other adjustments | 18,099 | 2,624 | 18,099 | 2,550 |
| Tax rate adjustment | (195) | (195) | - | - |
| Under (over) provided in prior years | (41,212) | 3,924 | (41,193) | 3,924 |
| Total | <u>(542,307)</u> | <u>110,485</u> | <u>(547,064)</u> | <u>107,265</u> |
| Tax rate (%) | 24.32 | 12.39 | 22.50 | 10.76 |

58R

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| <i>Deferred tax</i> <i>At 31 December</i> | Consolidated financial statements | | | |
|--|--|----------------|-------------|------------|
| | Assets | | Liabilities | |
| | 2024 | 2023 | 2024 | 2023 |
| | | (Restated) | | (Restated) |
| | <i>(in thousand Baht)</i> | | | |
| Total | 1,742,700 | 1,365,683 | (495,068) | (700,042) |
| Set off of tax | (495,068) | (700,042) | 495,068 | 700,042 |
| Net deferred tax assets | 1,247,632 | 665,641 | - | - |

| <i>Deferred tax</i> <i>At 31 December</i> | Separate financial statements | | | |
|--|--------------------------------------|----------------|-------------|------------|
| | Assets | | Liabilities | |
| | 2024 | 2023 | 2024 | 2023 |
| | | (Restated) | | (Restated) |
| | <i>(in thousand Baht)</i> | | | |
| Total | 1,635,767 | 1,258,941 | (495,068) | (700,042) |
| Set off of tax | (495,068) | (700,042) | 495,068 | 700,042 |
| Net deferred tax assets | 1,140,699 | 558,899 | - | - |

The movements of deferred tax assets and liabilities during the year are as follows:

| <i>Deferred tax</i> | Consolidated financial statements | | | |
|---|--|----------------|----------------------|------------------|
| | Charged / Credited to: | | | |
| | At | Other | | At |
| | 1 January | Profit or loss | comprehensive income | 31 December |
| | 2024 | | | 2024 |
| | <i>(in thousand Baht)</i> | | | |
| <i>Deferred tax assets</i> | | | | |
| Property, plant and equipment | 127,440 | (9,492) | - | 117,948 |
| Provision for impairment loss of assets | - | 81,398 | - | 81,398 |
| Lease liabilities | 450,425 | (34,552) | - | 415,873 |
| Provisions for employee benefits | 657,075 | (104,000) | (32,071) | 521,004 |
| Loss carry forward | - | 474,872 | - | 474,872 |
| Others | 130,743 | 862 | - | 131,605 |
| Total | 1,365,683 | 409,088 | (32,071) | 1,742,700 |
| <i>Deferred tax liabilities</i> | | | | |
| Inventories | (106,224) | 106,224 | - | - |
| Property, plant and equipment | (31,731) | 15,972 | - | (15,759) |
| Right-of-use assets | (424,220) | 35,368 | - | (388,852) |
| Financial assets measured at FVOCI | (132,900) | - | 108,000 | (24,900) |
| Derivative | - | (29,934) | - | (29,934) |
| Others | (4,967) | (30,656) | - | (35,623) |
| Total | (700,042) | 96,974 | 108,000 | (495,068) |
| Net | 665,641 | 506,062 | 75,929 | 1,247,632 |

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| | Consolidated financial statements | | | | | | |
|------------------------------------|-----------------------------------|------------------|---------------------------------|---------------------------|----------------------------------|----------------|---|
| | Charged / Credited to: | | | At | | | |
| | At 1 January 2023 | Restated | 1 January 2023 (Restated) | Profit or loss | Other comprehensive income | Restated | At 31 December 2023 (Restated) |
| <i>Deferred tax</i> | | | | <i>(in thousand Baht)</i> | | | |
| <i>Deferred tax assets</i> | | | | | | | |
| Property, plant and equipment | 103,864 | - | 103,864 | 23,576 | - | - | 127,440 |
| Lease liabilities | 488,321 | - | 488,321 | (37,896) | - | - | 450,425 |
| Provisions for employee benefits | 677,230 | 14,914 | 692,144 | (50,016) | 13,577 | 1,370 | 657,075 |
| Loss carry forward | 1,558 | - | 1,558 | (1,558) | - | - | - |
| Others | 136,518 | - | 136,518 | (5,775) | - | - | 130,743 |
| Total | 1,407,491 | 14,914 | 1,422,405 | (71,669) | 13,577 | 1,370 | 1,365,683 |
| <i>Deferred tax liabilities</i> | | | | | | | |
| Property, plant and equipment | (47,770) | - | (47,770) | 16,039 | - | - | (31,731) |
| Right-of-use assets | (459,359) | - | (459,359) | 35,139 | - | - | (424,220) |
| Inventories | - | (445,123) | (445,123) | - | - | 338,899 | (106,224) |
| Financial assets measured at FVOCI | (213,283) | - | (213,283) | - | 80,383 | - | (132,900) |
| Others | (13,986) | - | (13,986) | 9,019 | - | - | (4,967) |
| Total | (734,398) | (445,123) | (1,179,521) | 60,197 | 80,383 | 338,899 | (700,042) |
| Net | 673,093 | (430,209) | 242,884 | (11,472) | 93,960 | 340,269 | 665,641 |

ser

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

| | At 1 January 2024 | Separate financial statements Charged / Credited to: | | At 31 December 2024 |
|--|-------------------------|---|----------------------------------|---------------------------|
| | | Profit or loss (in thousand Baht) | Other comprehensive income | |
| <i>Deferred tax</i> | | | | |
| <i>Deferred tax assets</i> | | | | |
| Property, plant and equipment | 127,440 | (9,492) | - | 117,948 |
| Provision for impairment loss of assets | - | 81,398 | - | 81,398 |
| Lease liabilities | 450,425 | (34,552) | - | 415,873 |
| Provisions for employee benefits | 657,075 | (104,000) | (32,071) | 521,004 |
| Loss carry forward | - | 474,872 | - | 474,872 |
| Others | 24,001 | 671 | - | 24,672 |
| Total | 1,258,941 | 408,897 | (32,071) | 1,635,767 |
| <i>Deferred tax liabilities</i> | | | | |
| Inventories | (106,224) | 106,224 | - | - |
| Property, plant and equipment | (31,731) | 15,972 | - | (15,759) |
| Right-of-use assets | (424,220) | 35,368 | - | (388,852) |
| Financial assets measured at FVOCI | (132,900) | - | 108,000 | (24,900) |
| Derivative | - | (29,934) | - | (29,934) |
| Others | (4,967) | (30,656) | - | (35,623) |
| Total | (700,042) | 96,974 | 108,000 | (495,068) |
| Net | 558,899 | 505,871 | 75,929 | 1,140,699 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| | Separate financial statements | | | | |
|------------------------------------|-------------------------------|------------------|---------------------------------------|--|---|
| | At 1 January 2023 | Restated | At 1 January 2023 (Restated) | Charged / Credited to: Profit or loss Other comprehensive income | At 31 December 2023 (Restated) |
| <i>Deferred tax</i> | | | | | |
| | | | | | |
| <i>Deferred tax assets</i> | | | | | |
| Property, plant and equipment | 103,864 | - | 103,864 | 23,576 | 127,440 |
| Lease liabilities | 488,321 | - | 488,321 | (37,896) | 450,425 |
| Provisions for employee benefits | 677,230 | 14,914 | 692,144 | (50,016) | 657,075 |
| Others | 29,584 | - | 29,584 | (5,583) | 24,001 |
| Total | 1,298,999 | 14,914 | 1,313,913 | (69,919) | 1,258,941 |
| <i>Deferred tax liabilities</i> | | | | | |
| Property, plant and equipment | (47,770) | - | (47,770) | 16,039 | (31,731) |
| Right-of-use assets | (459,359) | - | (459,359) | 35,139 | (424,220) |
| Inventories | - | (445,123) | (445,123) | - | (106,224) |
| Financial assets measured at FVOCI | (213,283) | - | (213,283) | - | (132,900) |
| Others | (13,986) | - | (13,986) | 9,019 | (4,967) |
| Total | (734,398) | (445,123) | (1,179,521) | 60,197 | (700,042) |
| Net | 564,601 | (430,209) | 134,392 | (9,722) | 558,899 |

582

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

20 Earnings (loss) per share

| | Consolidated financial statements | | Separate financial statements | |
|---|--|-----------------------|--|-----------------------|
| | 2024 | 2023 (Restated) | 2024 | 2023 (Restated) |
| | <i>(in thousand Baht)</i> | | | |
| <i>Profit (loss) for the year attributable to ordinary shareholders of the Company</i> | <u>(1,688,643)</u> | <u>780,454</u> | <u>(1,884,014)</u> | <u>889,384</u> |
| Number of ordinary shares outstanding at 31 December (Thousand shares) | <u>3,460,858</u> | <u>3,460,858</u> | <u>3,460,858</u> | <u>3,460,858</u> |
| Earnings (loss) per share (basic) (in Baht) | <u>(0.49)</u> | <u>0.23</u> | <u>(0.54)</u> | <u>0.26</u> |

21 Dividends

| | Approval date | Payment schedule | Dividend rate per share (Baht) | Amount (in million Baht) |
|---|------------------|-------------------|--------------------------------------|-----------------------------|
| 2024 | | | | |
| Annual dividend 2023 | 10 April 2024 | 9 May 2024 | 0.25 | 865 |
| An interim dividend for first half year 2024 | 21 August 2024 | 17 September 2024 | 0.08 | 277 |
| Dividend payment during the year 2024 | | | <u>0.33</u> | <u>1,142</u> |
| 2023 | | | | |
| Annual dividend 2022 | 25 April 2023 | 22 May 2023 | 0.80 | 2,768 |
| An interim dividend for first half year 2022 | 8 September 2022 | 6 October 2022 | (0.50) | (1,730) |
| Dividend payment during the year 2023 | | | <u>0.30</u> | <u>1,038</u> |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

22 Financial instruments

(a) *Carrying amounts and fair values*

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

| Consolidated and separate financial statements | | | | | | | Fair value |
|--|---|---|-----------|-------------------------------|---------|---------|------------|
| | Financial instruments measured at FVTPL | Financial instruments measured at FVOCI | Total | Level 1 (in thousand Baht) | Level 2 | Level 3 | Total |
| <i>At 31 December 2024</i> | | | | | | | |
| <i>Financial assets</i> | | | | | | | |
| Derivatives assets | 180,170 | - | 180,170 | - | 180,170 | - | 180,170 |
| Investment in equity instruments | - | 535,500 | 535,500 | 535,500 | - | - | 535,500 |
| <i>Financial liabilities</i> | | | | | | | |
| Derivatives liabilities | 19,760 | - | 19,760 | - | 19,760 | - | 19,760 |
| <i>At 31 December 2023</i> | | | | | | | |
| <i>Financial assets</i> | | | | | | | |
| Investment in equity instruments | - | 1,075,500 | 1,075,500 | 1,075,500 | - | - | 1,075,500 |

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Level 2 fair values for simple over-the-counter derivative financial instruments are based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar instrument at the measurement date. Fair values reflect the credit risk of the instrument and include adjustments to take account of the credit risk of the Group and counterparty when appropriate.

The fair value of investment in debt securities and financial liabilities measured at amortised costs are calculated by discounted cash flows technique.

Movement of marketable equity securities

| <i>Year ended 31 December</i> | Consolidated financial statements | | Separate financial statements | |
|-------------------------------|--|------------------|--------------------------------------|------------------|
| | 2024 | 2023 | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | | | |
| At 1 January | 1,075,500 | 1,350,000 | 1,075,500 | 1,350,000 |
| Adjusted to fair value | (540,000) | (274,500) | (540,000) | (274,500) |
| At 31 December | 535,500 | 1,075,500 | 535,500 | 1,075,500 |

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyses the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and loans to related parties of the Group.

(b.1.1) Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

The Group limits its exposure to credit risk from trade accounts receivables by performing an impairment analysis at each reporting date. The provision rates of expected credit loss are based on actual credit loss experience over the past 1 year. These rates have included the consideration of current economic conditions and the Group's view of economic conditions over the expected lives of the receivables. The credit terms are granted based on the individual credit risk of each customer.

Information relevant to trade accounts receivables is disclosed in note 7.

(b.1.2) Cash and cash equivalents and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions for which the Group considers to have low credit risk.

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

| At 31 December | Consolidated financial statements | | | | |
|---|-----------------------------------|-------------------|--|-------------------|-------------------|
| | Carrying amount | 1 year or less | Contractual cash flows More than 1 year but less than 5 years | More than 5 years | Total |
| | | | (in thousand Baht) | | |
| 2024 | | | | | |
| Non - derivative financial liabilities | | | | | |
| Trade payables | 8,447,230 | 8,447,230 | - | - | 8,447,230 |
| Loans from financial institutions | 17,581,552 | 10,732,275 | 7,304,001 | - | 18,036,276 |
| Lease liabilities | 2,057,847 | 331,828 | 854,357 | 1,060,587 | 2,246,772 |
| Debentures | 3,875,624 | 38,085 | 4,069,883 | - | 4,107,968 |
| | <u>31,962,253</u> | <u>19,549,418</u> | <u>12,228,241</u> | <u>1,060,587</u> | <u>32,838,246</u> |
| Derivative financial liabilities | | | | | |
| Crude and product oil price hedging contract | | | | | |
| - Cash outflow | (25,652) | (22,145) | (3,507) | - | (25,652) |
| - Cash inflow | 5,891 | 5,891 | - | - | 5,891 |
| | <u>(19,761)</u> | <u>(16,254)</u> | <u>(3,507)</u> | <u>-</u> | <u>(19,761)</u> |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

| At 31 December | Consolidated financial statements | | | | | Total |
|---|-----------------------------------|-------------------|--|-------------------|--------------------|-------------------|
| | Carrying amount | 1 year or less | Contractual cash flows More than 1 year but less than 5 years | More than 5 years | (in thousand Baht) | |
| 2023 | | | | | | |
| Non - derivative financial liabilities | | | | | | |
| Trade payables | 6,019,986 | 6,019,986 | - | - | | 6,019,986 |
| Loans from financial institutions | 28,307,980 | 13,398,345 | 16,102,940 | - | | 29,501,285 |
| Lease liabilities | 2,209,358 | 309,515 | 958,340 | 1,231,353 | | 2,499,208 |
| | <u>36,537,324</u> | <u>19,727,846</u> | <u>17,061,280</u> | <u>1,231,353</u> | | <u>38,020,479</u> |

| At 31 December | Separate financial statements | | | | | Total |
|---|-------------------------------|-------------------|--|-------------------|--------------------|-------------------|
| | Carrying amount | 1 year or less | Contractual cash flows More than 1 year but less than 5 years | More than 5 years | (in thousand Baht) | |
| 2024 | | | | | | |
| Non - derivative financial liabilities | | | | | | |
| Trade payables | 8,447,119 | 8,447,119 | - | - | | 8,447,119 |
| Loans from financial institutions | 17,581,552 | 10,732,275 | 7,304,001 | - | | 18,036,276 |
| Lease liabilities | 2,079,365 | 353,346 | 854,357 | 1,060,587 | | 2,268,290 |
| Debentures | 3,875,624 | 38,085 | 4,069,883 | - | | 4,107,968 |
| | <u>31,983,660</u> | <u>19,570,825</u> | <u>12,228,241</u> | <u>1,060,587</u> | | <u>32,859,593</u> |

Derivative financial liabilities

Crude and product oil price hedging contract

| | | | | | | |
|----------------|-----------------|-----------------|----------------|----------|--|-----------------|
| - Cash outflow | (25,652) | (22,145) | (3,507) | - | | (25,652) |
| - Cash inflow | 5,891 | 5,891 | - | - | | 5,891 |
| | <u>(19,761)</u> | <u>(16,254)</u> | <u>(3,507)</u> | <u>-</u> | | <u>(19,761)</u> |

2023

Non - derivative financial liabilities

| | | | | | | |
|-----------------------------------|-------------------|-------------------|-------------------|------------------|--|-------------------|
| Trade payables | 6,018,630 | 6,018,630 | - | - | | 6,018,630 |
| Loans from financial institutions | 28,307,980 | 13,398,345 | 16,102,940 | - | | 29,501,285 |
| Lease liabilities | 2,252,123 | 331,033 | 958,340 | 1,231,353 | | 2,520,726 |
| | <u>36,578,733</u> | <u>19,748,008</u> | <u>17,061,280</u> | <u>1,231,353</u> | | <u>38,040,641</u> |

S&R

Bangchak Sriracha Public Company Limited and its subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

The cash inflows and cash outflows disclosed in the above table represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are not usually closed out before contractual maturity. The disclosure shows net cash flow amounts for derivatives that are net cash-settled and gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement.

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of not over one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

| <i>Exposure to foreign currency</i> <i>31 December</i> | Consolidated and separate financial statements | |
|---|---|------------------|
| | United States Dollars | |
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| Cash and cash equivalents | 732,700 | 383,659 |
| Trade and other receivables | 1,800,948 | 2,713,208 |
| Interest-bearing liabilities | - | (8,139) |
| Trade and other payables | (3,828,116) | (1,405,537) |
| Net statement of financial position exposure | (1,294,468) | 1,683,191 |

Sensitivity analysis

A reasonably possible strengthening (weakening) of the Thai Baht against all other currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

| <i>Impact to profit or loss</i> | Movement (%) | Consolidated and separate financial statements | |
|---------------------------------|-----------------|---|-----------|
| | | Strengthening <i>(in thousand Baht)</i> | Weakening |
| <i>At 31 December 2024</i> | | | |
| USD | 5.00 | 65,439 | (65,439) |
| <i>At 31 December 2023</i> | | | |
| USD | 5.00 | 84,160 | (84,610) |

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan interest rates (see note 14) are mainly variable. So the Group is primarily exposed to interest rate risk.

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

| <i>Exposure to interest rate risk at 31 December</i> | Consolidated and separate financial statements | |
|--|---|-------------------|
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| <i>Financial instruments with variable interest rates</i> | | |
| Loans from financial institutions | 11,586,676 | 20,074,250 |
| Total exposure | 11,586,676 | 20,074,250 |

23 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

24 Contingent liabilities and commitments with non-related parties

| | Consolidated and separate financial statements | |
|-----------------------------------|---|------------------|
| | 2024 | 2023 |
| | <i>(in thousand Baht)</i> | |
| <i>Capital commitments</i> | | |
| Loans from financial institutions | 557,647 | 264,603 |
| <i>Other commitments</i> | | |
| Bank guarantees | 1,377,578 | 243,802 |
| Letter of Credit | 2,832,338 | 3,885,799 |
| Total | 4,209,916 | 4,129,601 |

SBR

Bangchak Sriracha Public Company Limited and its subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

25 Events after the reporting period

On 31 January 2025, the Company issued unsubordinated and unsecured debentures No.1/2025 with a debentureholders' representative in the total par value of Baht 8,000 million. Details are as follows:

| | Interest rate/ Discount rate (%) | Tenor (year) | Maturity Date | Par Value (in thousand Baht) |
|-----------|--|-----------------|-----------------|---------------------------------|
| Tranche 1 | 2.85 | 3 | 31 January 2028 | 4,000,000 |
| Tranche 2 | 3.34 | 5 | 31 January 2030 | 2,800,000 |
| Tranche 3 | 3.75 | 10 | 31 January 2035 | 1,200,000 |

26 Thai Financial Reporting Standards (TFRS) not yet adopted

Amended TFRS, which are relevant to the Group's operations and expected to have material impacts on the consolidated and separate financial statements when the standards are adopted for the first time, that will be effective for the financial statements in annual reporting periods beginning on or after 1 January 2025 are as follows:

(a) Classification of Liabilities as Current or Non-Current and Non-Current Liabilities with Covenants (Amendments to TAS 1 Presentation of Financial Statements)

The amendments aim to clarify the requirements on determining whether a liability is current or non-current, and require new disclosures for non-current liabilities that are subject to future covenants. As disclosed in notes 14, the Group has a bank loan and convertible debts that are subject to specific covenants. While both liabilities are classified as non-current at 31 December 2024, a future breach of the related covenants may require the Group to repay the liabilities earlier than the contractual maturity dates. The Group is in the process of assessing the potential impact of the amendments on the classification of these liabilities and the related disclosures.

(b) Supplier Finance Arrangements (Amendments to TAS 7 and TFRS 7)

The amendments introduce new disclosures related to supplier finance arrangements that assist users of the financial statements to assess the effects of these arrangements on the Group's liabilities and cash flows and on the Group's exposure to liquidity risk. As disclosed in notes 22, the Group is in the process of assessing the impact of the amendments, particularly with respect to the collation of additional information needed to meet the new disclosure requirements.

SBK


 (Mr. Suthep Wongvorazathe)
 Chairman and Independent Director



 (Mr. Anuwat Rungruangrattanagul)
 Director and Acting Chief Executive Officer



Back up attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0975/2024/1741826074943.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0975/2024/1741826074666.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0975/2024/1741826074926.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0975/2024/1741826074672.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://www.bsrc.co.th/en/corporate-governance/important-documents/important-policies-of-the-company>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0975/2024/1741826074678.pdf>

